![EASA - European Aviation Safety Agency logo]

Annual Activity Report
2015

Management Board's analysis and assessment

MB 01/2016

ANALYSIS AND ASSESSMENT OF THE ANNUAL ACTIVITY REPORT OF THE AUTHORISING OFFICER FOR THE YEAR 2015

THE MANAGEMENT BOARD,

Having regard to the Regulation (EC) No 216/2008 of the European Parliament and of the Council of 20 February 2008,

Having regard to the Financial Regulation of the European Aviation Safety Agency (MB/06/2009) and in particular Article 40 thereof,

Having regard to the Work Programme of the European Aviation Safety Agency for the year 2015 adopted by the Management Board in November 2014,

Having regard to the Annual Activity Report of the Authorising Officer of the European Aviation Safety Agency for the year 2015 as submitted to the Board in May 2016,

1.   Welcomes the results presented in the Annual Activity Report of the Authorising Officer as well as the performance achieved in discharging the tasks under EASA's Basic Regulation 216/2008.

2.   The activity report is considered by the Management Board to provide a faithful and comprehensive account undertaken by the Agency in 2015. It notes that most of the actions outlined in the Annual Work Programme 2015 were achieved.

3.   The Management Board also welcomes that the contents of the Annual Activity Report follow those of the Annual Work Programme 2015. The Agency is strongly encouraged to continue this practice in future reporting linking closer the two documents.

4.   As part of providing the building blocks of assurance the Management Board is pleased to note the assessment of the audit results and the follow-up of audit recommendations.

Based on the report and frequent communication with the organisation I can see continuous improvement of the performance throughout the organisation. It is also notable that EASA had dynamic capability to react and take action in the new threats and challenges which we faced last year.

Cologne, 07 June 2016

For the Management Board

Pekka Henttu

Chair of the Management Board

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Executive Summary

2015 was another very active year for the European Aviation Safety Agency (EASA). The 2015 main achievements of the Agency included:

- **Start of technical assessment of Third Country Operators (TCOs):** EASA received 650 applications from TCOs. The first TCO authorisations were announced during an event at the Brussels Airport on 2 July 2015. Technical evaluations of operators have covered 66% of all third country aircraft engaged in commercial air transport to the EU.

- **Publication of a Technical Opinion on drones:** This opinion lays down the foundation for all future work for the development of rules, guidance material, as well as safety promotion, to ensure unmanned aircraft are operated safely and their impact on the safety of the aviation system is minimised.

- **Development of a roadmap to foster Cybersecurity:** The Agency developed a roadmap concerning cybersecurity in aviation, which was endorsed by the Management Board in December 2015. This roadmap defines strategic orientations in the domain of regulations, reactive cybersecurity, research and promotion, to better address cybersecurity risks in aviation.

- **Launch of a Big Data Programme:** EASA lead a study to assess the feasibility to develop a European data exchange programme that would take advantage of the Big Data technologies.

- **Revision of Rulemaking Programme (RMP):** The development of a new RMP based on significantly modified principles started at the beginning of 2015. The outcome of this development was finally approved in December 2015 as RMP 2016 – 2020. The most important novelty was that the RMP addresses rulemaking tasks from the overall safety perspective; a close connection between the European Plan for Aviation Safety and RMP was established.

- **New transparent process for Inspection of Member States – Continuous Monitoring:** All standardisation activities are now driven by continuous monitoring. Inspections were prioritised and planned based on the Agency's assessment of Competent Authorities' ability to discharge their oversight responsibilities. The inspections are more targeted which allows to focus on significant issues.

- **Support to the new Occurrence Reporting Regulation (376/2014)** which came into force on 15 November 2015. First, the Agency performed the necessary work to ensure that it complies with the regulation. Second, implementing the regulation also involved the Agency's support to the European Commission and to the Member States through the Network of Analysts.

- **Progress on Bilateral Agreements and Working Arrangements:** USA: activities of the Agency were focused on finalising the new Annexes to the EU-US BASA. The annexes were finalised at technical level. China: implementation of a technical roadmap in support of the potential opening of BASA negotiations between the EU and China. Japan: start the preliminary assessment of the Japanese civil aviation system in the area of airworthiness to support the potential opening of BASA negotiations between the EU and Japan. Brazil: BASA is now fully implemented.

- **Implementation of new Research Strategy:** In 2015, EASA began the implementation of its new research strategy. 2015's objective was to set up the necessary mechanisms, which allow the strategy's full implementation in 2016.

- **Release of the new European Central Question Bank (ECQB):** The first full implementation of the new process was completed in November 2015. 1,476 new questions were added across

all subjects, particularly improving the representation of questions for the helicopter category, 1,876 existing questions were improved and 251 were blocked. The above representing ca. 30 % of the entire question bank.

- **Safety Performance and Air Traffic Management (ATM):** The Agency has played a key role in supporting the European Commission with the measurement of safety performance in ATM.

As a regulator, EASA is constantly facing new safety threats and new business needs.

A significant part of the Agency's activities in 2015 was driven by the Germanwings accident. And the consequences of the MH17 accident of July 2014 had not been anticipated to its full extent when finalising the 2015 work programme. In particular, flying over conflict zones has become a very serious issue since MH17, and Europe is lacking a proper coordinated alert system and information sharing structure. This deficiency has been addressed by the high-level task force on conflict zones created in 2015, which has provided its recommendations in 2016.

Furthermore

- Newly deployed business models in aviation are a challenge for the traditional oversight systems.
- Safety and security are increasingly interconnected and new technologies impact cybersecurity, increasing the threat level to the aviation industry.
- The drone industry is rapidly growing.

Besides, the aviation industry is growing at a faster pace than the Agency's resources. For example, Airbus sold more than 1,000 aircraft in 2015, and received orders for more than 4,500 A320neo. The A320neo was certified by EASA at the end of 2015 on time for the first delivery. Boeing unveiled its 737 MAX for which they received 3,000 orders. The 737 MAX will be powered by the Leap-1A engine from CFM, which EASA certified in 2015, also on time, to meet the industry demand.

In addition to the above mentioned achievements, EASA has also in 2015 prepared the ground in order to cope with the challenges:

- First of all, the Agency presented to the European Commission its Opinion on the revision of EASA's basic regulation; EASA proposes to establish an efficient, non-fragmented and flexible regulatory system in Europe with the full integration of Member States.
- Second, the Agency published its new Strategic Plan for the period of 2016-2020 which defines its vision and strategic priorities for the next 5 years taking into account its challenges.
- Third, EASA optimised its human resources: for the first time in the history of the Agency, EASA reached a 100% occupancy rate for Temporary Agents (2014: 95%). EASA's Staff Exchange Policy was adopted in November 2015 and the development of its junior recruitment and development policy started, tied to the Agency's vision and strategic objective of building on committed, agile and talented staff.

EASA's mission is to ensure safe air travel for EU citizens in Europe and worldwide. 2015 demonstrated that this mission can never be taken for granted. The present Annual Activity Report details EASA's achievements in 2015.

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1. Achievements of the year

1.1 Safety Management

1.1.1 Objective and scope

Safety Management at Agency level aims to bring together all the Agency's safety management activities as well as the activities done in collaboration with the Member States or the industry, in order to implement a European-wide Safety Risk Management. The ultimate objective of EASA is to drive the transition towards an efficient, pro-active and evidence based safety system. It will rely on two pillars (1) the strengthening of the safety intelligence and safety performance functions; and (2) the development of a top-down and risk-based safety programming function.

In order to support these objectives in 2015, the Agency engaged in a multi-layer strategy where (i) current processes are streamlined (ii) new efficient IT tools are being developed, (iii) the reorganisation of the Risk Management process at European level has been initiated and (iv) innovative and ambitious solutions have been investigated in particular in Research and utilisation of Big Data technologies.

1.1.2 Main achievements in 2015

1.1.2.1 *Safety Intelligence and Performance*

Support to the new Occurrence Reporting Regulation (376/2014)

A key Agency priority in 2015 was preparing the entry into force of Regulation (EU) 376/2014 on reporting, analysis and follow-up of occurrences in civil aviation. It came into force on 15 November 2015. First, the Agency performed a great deal of work to ensure that it complies itself with the regulation. This has involved the adaptation of the Agency's occurrence reporting processes and tools, as well as ensuring that its reporting organisations have been given adequate support for the adaptations of their own processes for occurrence reporting. Implementing the Regulation also involved the Agency's support to the European Commission (EC), and to the Member States, through the Network of Analysts (NoA). This included the development of guidelines, technical means (IT specifications and tools) to facilitate the flow of occurrences as well as the support to various EC communicative actions. Second, the Agency led the development of the new European Risk Classification Scheme to enable the assessment of individual occurrences as from May 2017.

Re-foundation of the Safety Analysis Process

In the area of Safety Analysis the Agency has made significant improvements identifying and evaluating safety risks across all aviation domains. The new European Safety Analysis Process has involved the establishment of a number of domain Safety Risk Portfolios that capture the Key Risk Areas (Outcomes) and associated Safety Issues. This process is fully embedded in a new Safety Risk Management Process that enables the systematic identification of Safety Issues and ensures a data-driven approach to their subsequent risk assessment. These Safety Risk Portfolios then feed into the European Plan for Aviation Safety (EPAS) and other Agency processes that decide on the necessary safety improvement actions. As part of this change, the Annual Safety Review was significantly revised to enable a greater focus on causal analysis and link to the EPAS. The improvement of Safety Analysis has involved close cooperation with the Member States through NoA, which has now been re-centred towards collaborative safety analysis work. This process has further been strengthened by the establishment of a number of domain Collaborative Analysis Groups (CAGs) that bring together both the Member States and the industry to support the coordinated development of Safety Risk Portfolios. In 2015, the CAGs for Balloons and Offshore Helicopters have been established. They have already helped to align the safety strategies of the different organisations involved in these domains around common safety goals.

Major performed safety analysis tasks in 2015 include:
- Identification of the Key Risk Areas (Outcomes) and Safety Issues in the operational sectors of Offshore Helicopter, General Aviation Aeroplane and Balloon operations.
- Analysis of accidents in Europe, involving General Aviation Aircraft registered outside EASA Member States.
- A study on loss of control accidents in Commercial Air Transport.

Launching a Big Data Programme

EASA commissioned a study in order to assess the feasibility to develop a European data exchange programme that would take advantage of the Big Data technologies. This study was led by EASA and supported by an independent firm (Bearing Point) following a call for tender. Four Member States contributed directly to the study by providing expertise and seating at the Steering Committee. The outcomes of the study demonstrated the feasibility of the programme. In particular, there is evidence for (i) The buy-in of the vast majority of European stakeholders to such a programme; (ii) The potential to provide benefits at the strategic, systemic and operational levels; (iii) The readiness of the stakeholders to supply their data, provided there is strong data protection; (iv) The technical feasibility of the programme. The study also concluded that it is necessary to have a proof of concept prior to full deployment. The proof of concept will be executed with a limited number of stakeholders (Founding Members) in order to confirm the expected benefits while testing the technical and governance models.

Accident Follow-up and Safety Recommendations

The Agency has reinforced its coordination with Safety Investigation Authorities in developing a collaborative approach to share and feed the European Safety Recommendations System. EASA also supported the development of the concept of Safety Recommendations of Union Relevance in cooperation with the European Network of Safety Investigation Authorities to facilitate the identification of most wanted safety improvements at EU level and provide direct safety inputs for Safety Risk Portfolios activities and EPAS. It also established a quarterly bulletin to inform National Aviation authorities on recommendations and actions taken. Last, a systematic screening of investigated occurrences now enable the systematic risk classification and feeds the safety analysis process.

Regarding the regular work of addressing safety recommendations addressed to the agency, a separate report is being published – the Annual Safety Recommendations Review Report. In 2015, 84 new safety recommendations have been received, and a total of 72 replies were issued on open safety recommendations.

Occurrence Reporting

In 2015 the Agency has improved the quality of its occurrence reporting process, in particular through the setting up of a regular screening activity, which enables a collective review before deciding the "closure upon receipt" of specific occurrences.

Safety Performance and ATM (Air Traffic Management)

In the domain of safety performance, the Agency has played a key role in supporting the EC with the measurement of safety performance in ATM. This has included the completion of assessments for the final year of the 1st Reference Period (RP1) and the establishment of the necessary processes for the first year of the 2nd Reference Period (RP2). Forward planning and preparation for the 3rd Reference Period had also commenced in 2015 to ensure that the necessary Safety Performance Indicators (SPI) are coordinated with the whole European Aviation Community. On a wider perspective, the Agency has also completed the development of an initial Safety Performance Framework for the Safety Risk Portfolios.

Safety Data Management and Associated Tools
Regarding Safety Data Management and associated tools, the Agency has rationalised the structure of its Safety Data repositories as well as the linked processes for data capture.

An initial study on the feasibility and effectiveness of advanced analytical techniques such as "text mining" has been started and an IT pilot project was identified. Further, an extensive study of "off-the-shelve" software on safety management systems has been concluded, a solution retained as well as procured. The implementation started with a projected, operational date end of 2016. This system will bring more efficient Safety Information to the whole Agency. In 2015 the Agency processed 5200 reports covering new occurrences, updates, accident reports, etc., feeding into various processes: as e.g. safety investigation, occurrence reporting, and safety analysis.

Research
In 2015, EASA began the implementation of its new research strategy. 2015's objective was to set up the necessary mechanisms, which allow the strategy's full implementation in 2016. For that reason, discussions with the EC took place to clarify the relationship between EASA's new research strategy and existing EU research instruments. Moreover, internal governance measures were installed, e.g. the:

- − creation of the EASA Research Committee (ERC);
- − development of centralised data site for Research and the ERC;
- − development of a new research procedure incorporating the new strategy;
- − simplification of the research process map.

Additionally, EASA implemented a 4-pillar research strategy to manage its activities:

- − External governance – Cohesive research planning and monitoring;
- − Support to innovation – Reducing time to market;
- − Enhancement of global safety and environmental protection standards;
- − Urgent safety and environmental protection research.

The achievements for each strategic pillar are detailed in Annex I point three.

Other activities

European Aviation Crisis Coordination Cell (EACCC)
The Agency is an active member of the EACCC. In 2015 the Agency participated in all regularly programmed EACCC activities (meetings, workshops, exercises).

On the specific topic of Volcanic Ash, a communication initiative was taken with the publication of a dedicated Volcanic Ash webpage. http://www.easa.europa.eu/easa-and-you/safety-management/volcanic-ash

Alerting System for Risks Arising from Conflict Zones
The Agency was proactive in increasing the visibility of specific national conflict zone publications. A high level meeting was co-organised with Civil Aviation Authority (CAA) Romania on 29 September 2015, which triggered the setup of an EU conflict task force, which has submitted its conclusions in March 2016.

Cybersecurity
The Agency developed a roadmap concerning cybersecurity in aviation, which was endorsed by the Management Board in December 2015. This roadmap defines strategic orientations in the domain of regulations, reactive cybersecurity, research and promotion, to better address cybersecurity risks in aviation.

1.1.2.2   Top-down, risk-based Safety Programming

In 2015 the Agency established a Safety Risk Management (SRM) process, which allows the organisation to manage safety in a structured as well as systematic manner and derive safety priorities against safety risks. SRM encompasses the identification and assessment of safety issues, together with the assessment and monitoring of the relevant mitigating actions. The SRM process is materialised in Safety Risk Portfolios (SRPs), specific for different sectors and types of operation. The SRPs support the Preliminary Impact Assessments (PIA) and prioritisation of actions of the European Plan for Aviation Safety (EPAS, formerly European Aviation Safety Plan - European Aviation Safety Programme), feeding the strategy and programming activity of the Agency.

This process, which is now described in the second edition of the European Aviation Safety Programme, is supported by an internal Safety Risk Panel, which ensures internal coordination during all phases and makes recommendations to the Agency's Safety Committee, which is the final decision-making body.

1.2 Safety Promotion

Safety promotion is a key part of the European Aviation Safety Programme and its role is recognised in International Civil Aviation Organisation (ICAO) Annex 19. It is one of the three pillars of safety management, namely: Rulemaking, Oversight and Safety Promotion. These three instruments may be used individually or together to address safety risks.

1.2.1 Objective and scope

The objective of this activity is to contribute to a high and uniform level of safety performance in the European Aviation system by effectively managing safety promotion activities in line with the overall safety programme and by delivering effective safety promotion material.

Safety promotion can be a substitute or a complement to rulemaking by raising stakeholders' risk awareness, while improving the overall safety culture, by sharing best practices. Safety promotion products include safety reviews and reports, bulletins, leaflets and posters, audio-visual material, toolkits, manuals and guides. Safety promotion also comprises workshops and safety events.

Safety promotion activities were so far mainly performed by the European Strategic Safety Initiative (ESSI). This year, EASA also launched its own safety promotion brand.

1.2.2 Main achievements in 2015

1.2.2.1 The European Strategic Safety Initiative

The ESSI continued developing safety promotion material targeting safety risks and best practice material regarding for instance safety management systems.

The European Helicopter Safety Team (EHEST) established a collaboration with HeliOffshore. HeliOffshore serves as a platform to communicate to the helicopter community EASA's activities targeting offshore safety. In 2015, EHEST delivered the following material:
- EHEST Report on 2006-2010 Accidents;
- EHEST Helicopter Flight Instructor Manual;
- Safety Workshop at HELITECH Intl 2015, London;
- EHEST promotional clip edition 2;
- Leaflet HE 9 - Automation and Flight Path Management;
- Leaflet HE10 - Teaching and Testing in Flight Simulation Training Devices (FSTD);
- Leaflet HE11 – Training and Testing of Emergency and Abnormal Procedures in Helicopters.

The European General Aviation Safety Team contributes to meeting the General Aviation (GA) Roadmap objectives. This year, they delivered the following material:

- Leaflet GA10 - In-flight Icing;
- Leaflet GA11 - Flying Displays for Pilots (pre-publication series).

The European Commercial Aviation Safety Team (ECAST) is the fixed-wing Commercial Air Transport component of the ESSI. ECAST offers a platform to discuss Safety Risk Management in the context of the European Aviation Safety Plan (EPAS). In 2015, ECAST addressed various subjects such as Loss of Control In-flight, Runway Safety, Go-around and Mid-Air Collisions, Safety Management, Fire and Smoke (Lithium batteries) and communication. ECAST published three main deliverables. Two of them were developed by the European Operators Flight Data Monitoring Forum (EOFDM), a team operated under the aegis of ECAST:

- ECAST EOFDM Study for Runway Excursion Precursors;
- ECAST EOFDM Study of Precursors for Loss of Control In-Flight;
- EASA-ECAST Flyer on Lithium Battery Related Fire Risk (see below).

1.2.2.2 EASA safety promotion material

General Aviation
GA Flying Safely, Loss of Control In-flight in GA
http://easa.europa.eu/easa-and-you/general-aviation/flying-safely/loss-of-control

GA Roadmap
GA Leaflets: Flying in the EU
http://easa.europa.eu/easa-and-you/general-aviation/ga-leaflets

Civil Drones - RPAS
Flying a Drone poster and video
https://easa.europa.eu/easa-and-you/civil-drones-rpas

Lithium batteries
EASA published a flyer raising passenger awareness on lithium battery related fire risk. Co- branded with ECAST, this pioneer work involved cooperation with NAA and industry dangerous good experts.
http://essi.easa.europa.eu/ecast/?page_id=1618

1.2.2.3 ESSI and EASA safety promotion material satisfaction survey

EASA launched in 2015 a stakeholder satisfaction survey on ESSI and EASA safety promotion. Two hundred and five respondents participated. The number and type of comments raised shows a great interest in the safety promotion material developed by ESSI and the Agency. A majority of respondents suggested that the Agency should develop more safety promotion material. However, many recipients of that survey weren´t informed of ESSI and EASA safety promotion material, which indicates that more efforts should be spent on communication and dissemination.

1.3 Regulation

1.3.1 Objective and scope

In realisation of planned rulemaking activities specified in the Rulemaking Programme (ref. RMP 2014-2017 Rev.1) the year 2015 represents a transition period. Beginning 2015, the development of a new RMP based on significantly modified principles started. The outcome of this development was finally approved in Dec. 2015 as RMP 2016 – 2020. The most important novelty was that the RMP addresses rulemaking tasks from the overall safety perspective; a close connection between EPAS and RMP was

established. The Rulemaking Programme was developed in consultation with the Agency Advisory Bodies, Thematic Advisory Groups (TAG) and Safety Standards Consultative Subcommittees. The development of rules was supported by different thematic meetings and surveys.

1.3.2 Main achievements in 2015

In several domains, requirements for General Aviation were alleviated. Efforts to contribute to implementing new regulations continued. Several workshops were organised and the Agency increased its presence at external events such as regional workshops and conferences organised by the Member States.

Coordination with and contribution to the ICAO activities (e.g. 'Reduced Aerodrome Visibility Procedures' and update of 'All-Weather Operations' Manual) and rule harmonisation with third countries played an important role.

1.3.2.1 Production of new rules

Initial Airworthiness:

In 2015, Part 21 was amended to introduce requirements for production and design organisations conducting flight testing. In addition, the Agency continued developing the concept of level of involvement (LoI) and consulted on the proposed amendments to Part 21. Furthermore, a new Regulation on additional airworthiness specifications for a given type of operations (Part-26) was adopted by the EC. The Agency also issued amendments to the Agency's published "soft law" in the format of Certification Specifications (CS)-25 (including new certification standards for better protection against the hazards from flight in icing conditions), CS-26, CS-E and CS-STAN.

Continuing Airworthiness:

In the domain of General Aviation the following topics were addressed by the Agency: Opinion on aircraft maintenance licences B2L and L Part-66 (licensing of certifying staff involved in the maintenance of ELA 1 aeroplanes) and Decision on Part-M Task Force Phase I introducing Time between Overhaul extensions. As reaction on significant number of reported fraud cases during Part-147 stand-alone basic examinations an Opinion was prepared proposing restrictions to the stand-alone basic examinations to mitigate the immediate safety concern. The Agency issued a Notice of Proposed Amendment (NPA) on Airworthiness review process, considering received feedback on issues regarding its implementation. It had first entered into force in September 2008 and introduced significant changes to former national requirements.

Air Operations:

After completing all the Annexes of the Air Operations Regulations, the Agency focused in 2015 on rule modernisation in order to accommodate latest technological developments, addressing emerging safety issues and on simplifying as well as streamlining the regulatory landscape for General Aviation users. The Commission published an amendment containing requirements for sterile flight crew compartments and flight recorders, underwater locating devices and aircraft tracking systems, the latter in response to the lessons learned from the accidents of AF447 and MH370. Some associated acceptable means of compliance (AMC) and guidance material (GM) were published in 2015, others will follow in 2016. EASA is currently awaiting adoption of the relevant standards on aircraft tracking by ICAO. Other key deliverables in the Air Operations domain included amended AMCs and GMs for Crew Resource Management (CRM) training, completely revamping the applicable regulatory framework. These were developed in response to a number of Safety Recommendations addressed to the Agency.

Paving the way for future amendments, EASA published also 3 Opinions, dealing with the revision of operational approval criteria for Performance Based Navigation (PBN), Helicopter Offshore Operations, and setting the conditions for allowing single-engine turbine aeroplanes to conduct commercial air operations at night or in instrumental meteorological conditions (IMC). NPA 2015-18 introduced an update of the rules on air operations with the main objective to ensure an efficient and proportionate set of requirements, as to resolve any inconsistencies identified following the adoption of the air operations Implementing Rules.

Air Crew:

In 2015 the Agency continued the work related to the licensing requirements for Remotely Piloted Aircraft Systems (RPAS) in cooperation with ICAO/Joint Authorities for Rulemaking on Unmanned Systems (JARUS) and the RPAS manual was published. As a result of this cooperation, the Flight Crew Licensing (FCL) JARUS recommendation was published. In line with the General Aviation roadmap, the result of the work of two task forces was published: NPA on an easier access for GA pilots to flying under Instrument Flight Rules (IFR) and NPA on training outside an Approved Training Organisation (ATO).

Furthermore, an amendment package for Part-FCL of the Aircrew Regulation proposing changes to the requirements for training and testing for the Instrument Rating related to Performance Based Navigation (PBN), addressing major ICAO amendments and solving identified implementation problems was adopted. The Executive Director (ED) decision 2015-11 providing amendments to Part-ORA (Organisation Requirements Aircrew) and Part-ARA (Authority Requirements Aircrew) mainly concerning the organisational review was published.
In line with one of the highest Agency's priorities, to set-up measures for mitigating Loss of Control In-flight, an ED Decision was issued addressing Upset Prevention and Recovery Training.

Air Traffic Management and Air Navigation Services

EASA issued an Opinion on technical requirements and operating procedures for the provision of data to airspace users for the purpose of air navigation, which addresses safety, economic and regulatory coordination issues related to the provision of data to airspace users for the purpose of safety-critical air navigation.

For licensing and medical certification of air traffic controllers, the necessary acceptable means of compliance (AMC) and guidance material (GM) has been published, in coherence with the text of the rule as adopted.

On Air Traffic Controller licensing, regarding remote tower operations, EASA published AMC and GM to Regulation (EU) 2015/340 with Decision 2015/015. Furthermore, with Decision 2015/014 EASA provided high-level guidance in relation to remote tower operations.

The NPA on Acceptable Means of Compliance and Guidance Material on the safety (key) performance indicator 'Use of risk analysis tool' for the air traffic management performance scheme addressed a regulatory coordination issue related to changes to the risk analysis tool (RAT) and to the definitions developed by the RAT user group. The NPA was linked to the awaited Commission Regulation on SERA (Part C) derived from sources like ICAO Annex 10, Volume II; ICAO Document 4444 (PANS-ATM); ICAO Document 7030; ICAO Document 8168 (PANS-OPS); ICAO Annex 2.

The NPA on Performance Based Navigation (PBN) implementation proposed provisions for a harmonised provision of related procedures to be established in the European Air Traffic Management Network.

<u>Aerodromes:</u>

In 2015 the Agency continued the work initiated in 2014, related to Rescue and Firefighting Services (RFFS) and the regular update of Certification Specifications. As a result a NPA on Rescue and Firefighting Services (RFFS) at aerodromes was published. The content of this NPA represents a significant step in clarifying the role and responsibilities of RFFS, as well as strengthening the requirement for rescue and firefighting (RFF) vehicles and equipment maintenance, by including them into the aerodrome maintenance program. An update to Aerodrome Design - CS-ADR-DSN was introduced by a dedicated ED Decision.

In order to address safety concerns, 3 Safety Information Bulletins were issued during 2015:

- − Possible Disruption of Instrument Landing System Signal;
- − Publication of declared distances for runways where intersection take-offs take place;
- − Passenger Awareness on the risks of Lithium Batteries.

<u>Unmanned Aircraft: a fast developing industry and a priority for the Agency</u>

Unmanned aircraft is a sector of aviation that is developing very fast and has a great potential for producing new jobs and growth. This activity must be developed in a safe, secure and environmentally friendly manner; at the same time respecting citizen concerns, regarding privacy and protection of data.

Following the publication of an Advance-NPA in July 2015, the Agency has adopted a Technical Opinion in December 2015. The Technical Opinion includes 27 concrete proposals for a regulatory framework for all unmanned aircraft which is operation centric, proportionate, risk- and performance-based, and establishes three categories as follows:

- — 'Open' category (low risk): Safety is ensured through compliance with operational limitations, mass limitations as a proxy of energy, product safety requirements, and a minimum set of operational rules.

- — 'Specific' category (medium risk): Authorisation by a national aviation authority (NAA), possibly assisted by a qualified entity (QE), following a risk assessment performed by the operator. A manual of operations lists the risk mitigation measures.

- — 'Certified' category (higher risk): Requirements comparable to those for manned aviation. Oversight by NAA (issue of licences and approval of maintenance, operations, training, ATM/ANS and aerodromes organisations) and by EASA (design and approval of foreign organisations).

The Technical Opinion does not include new draft legal text beyond the one that has been proposed by the Aviation Strategy[1]. Its purpose is to lay the foundation for future work, illustrate the content of the draft changes to the Basic Regulation and serve as guidance for Member States to develop or modify their regulations on unmanned aircraft.

<u>General Aviation roadmap: a strategy for a vibrant General Aviation in Europe:</u>

In 2012, a high level group composed of representatives from the Agency, General Aviation end-user associations, National Aviation Authorities and the European Commission developed a vision and a robust strategy to ensure the sectors "long term prosperity" in a safe operating environment.

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[1] Commission Communication 598/2015, http://ec.europa.eu/transport/modes/air/aviation-strategy/index_en.htm

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In line with the strategic direction of the GA Safety Strategy, the Agency committed at the 2014 EASA Safety Conference to six key objectives. Significant progress has occurred in 2015 on each of these key objectives:

1. **IFR Flying**: a concept paper was presented in December 2015. The aim is to apply an interdisciplinary approach and create a holistic view or common understanding of the complex, cross-boundary issues that hinder access to IFR flying.

2. **Private pilot training outside Approved Training Organisation**: The Agency finalised a Notice of Proposed Amendment (NPA) introducing the concept of the Basic Training Organisation (BTO) for training for non-commercial pilot licences, including the light aircraft pilot licence (LAPL), private pilot licence (PPL), sailplane pilot licence (SPL), and balloon pilot licence (BPL), as well as for the associated ratings, certificates and privileges. This new concept is based on a performance-based regulation offering a less prescriptive and burdensome oversight approach than the existing ATO framework while maintaining the level of safety.

3. **Part M Light**: On 9 July 2015, EASA published a proposal with simpler rules for aircraft maintenance in General Aviation. The plan to make maintenance rules for General Aviation simpler and lighter is coming a step closer to reality. Further improvements to those proposed during phase I of the 'Part-M General Aviation Task Force' have been proposed. These alleviations include, among other aspects, a less prescriptive and burdensome approach for:
   — Maintenance programmes;
   — Airworthiness reviews;
   — Defects deferment; and
   — Guidance for Time Between Overhaul extensions.

4. **Technology (or the Standard Changes and Repairs process)**: On 14 July 2015, the Agency issued the first set of standard changes and repairs (CS-STAN), reducing maintenance and operating costs. This decision eliminates the need for approval by a Design Organisation or the Agency for the specified changes and repairs for light aircraft in General Aviation.

5. **Simpler Certification (or Part 21 Proportionality):** The Agency published the plan detailing the objectives and timetables for a simpler certification process for this type of aircraft. This work aims at responding to the GA safety strategy for a risk based approach in the certification of simple aircraft, review of privileges for involved parties and the oversight of the related organisations. The activity will simplify the airworthiness rules and certification process (or the so called Part-21) in line with the proposals to change the Basic Regulation. At the same time improvements to the certification process are also expected to result in a more pragmatic implementation and guidance.

6. **Industry Standards (or CS-23 reorganisation):** On 27 March 2015, the Agency published a proposal for the introduction of objective requirements that are design-independent and applicable to the entire range of 'CS-23' applicable to Normal, Utility, Aerobatic, and Commuter Category Aeroplanes and CS-VLA simple two-seater aeroplanes. The design-specific details for both CS-23 and CS-VLA will be captured in the acceptable Airworthiness Design Standards (ADSs). The new concept of objective rules accompanied by ADS allows the use of appropriate and proportionate standards as Acceptable Means of Compliance (AMC) to CS-23. The work is being done in close cooperation with the Federal Aviation Administration (FAA).

To conclude, the Agency is committed to the delivery of the GA safety strategy and in meeting the

sector challenges. It works towards the shift in European regulatory framework for the sector.

1.3.2.2 Support to rules

In the Initial Airworthiness domain, the Agency assisted the Member States (MS) and the Industry during the implementation of new regulations, reviewed Article 14 exemptions and derogation requests, alternative means of compliance as well as assisted the EC (DG-CLIMA) and the Industry on their discussion of interpreting potential consequences of EU Regulation 744/2010 (Halon replacement).

Significant resources were devoted to facilitate the implementation of the Air Operations regulations, by engaging closer with the member states and the industry stakeholders, by organising thematic workshops (Cabin Safety, Operational Suitability Data (OSD), Flight Time limitations) and participating in national or regional conferences / industry events. With the gradual implementation of various parts of the Air Operations Regulations, more effort was invested in reviewing the flexibility provisions (exemptions, derogations, individual flight time specifications schemes) and AMCs proposed by Member States.

The main challenges of the aircrew related activities have been to assist the MS and the industry at an adequate level during the implementation of the new regulation; to review Article 14 exemptions and derogation requests as well as review alternative means of compliance; to increase the production of technical publications; to support MS when consulted on establishing conversion and credit reports; to assist MS when notified about alternative means of compliance; and to consolidate the processes for the development of a risk-based rulemaking programme. Supporting the implementation of the new rules was a major activity. Significant time was devoted to communicate with MS and stakeholders, including an increased attendance at external events, regional workshops and conferences organised by the MS.

In the aerodromes domain, continued support was provided to the MS and industry regarding the implementation of Regulation (EU) 139/2014. Significant time was dedicated to communicate with Member States and stakeholders, including an increased attendance at external events such as regional workshops or conferences organised by the Member States addressing the implementation of Regulation (EU) 139/2014. Throughout the year, the Agency organised several workshops: on the implementation of Regulation (EU) 139/2014, on Runway Surface Condition Assessment and reporting to establish the minimum friction level for runways and international meetings regarding the Large Aircraft implementation at aerodromes. Participation in several external events such as regional workshops and conferences organised by the Member States was ensured. Training was provided to MS and/or Industry including to States outside the European Union.

1.3.2.3 Coordination with ICAO and rule harmonisation with third countries

In relationship with ICAO activities, the Agency was present as an observer in several panels and specific working groups.

1.3.2.4 Regulation related tasks

In the Initial Airworthiness domain the Agency launched in 2015 two studies related to cabin air quality and issued a Certification Memo on regulatory Significant Standards Differences (SSDs) between CS-25 Amendment 12 vs 14 CFR Amendment 1 through 136. In the Aircrew domain the basis for a risk-based and integrated Rulemaking programme was put in place in 2014 and further developed in 2015. This required coordination with other Agency's core activities such as Standardisation, Safety Recommendations process, EPAS and Certification activities. With the applicability of the first extension rules, Article 14 exemptions and derogations have significantly increased in 2015.

1.3.2.5 Environmental protection

The Agency provided support to the Commission and MS on the development of common European positions for the 10th Meeting of the ICAO Committee on Aviation Environmental Protection (CAEP) scheduled for February 2016. It led the technical discussions in the CAEP/10 working groups concerning aircraft noise, and aircraft engine emissions, including a new aircraft CO_2 (fuel efficiency) ICAO Standard and Recommended Practice (SARP) and new engine particulate matter emissions standard. Both standards were subsequently agreed at the CAEP/10 meeting. EASA further supported the Commission via technical management of the Public European Model Suite for Aviation contract concerning the development of a helicopter noise model and the measurement of aircraft engine non-volatile particulate matter emissions.

EASA supported the development of amendments to the Basic Regulation and Implementing Regulation which integrated the ICAO CAEP/9 amendments to ICAO Annex 16 Volume I (Noise) and Volume II (Emissions), along with associated revisions to the Implementing Regulation and Certification Specifications 34 and 36. The amending regulations came into force in January 2016.

The Agency expanded the STAPES airport noise exposure model to include more than 70 airports in total. Moreover, it led the development of the first European Aviation Environmental Report, which was published in January 2016.

1.4 Product Safety Oversight

1.4.1 Objective and scope

The Agency is responsible for the airworthiness and the environmental certification of aeronautical products, parts and appliances. This responsibility encompasses the initial type certification, including operational suitability data and a variety of related certification activities, such as supplemental type certifications, approval of changes to type certificate and of repair design. Furthermore, it also covers activities to ensure the continuing airworthiness of the certified products, parts and appliances throughout their entire operational life. This includes identifying and reacting without undue delay to safety problems and issuing and disseminating the applicable mandatory Airworthiness Directives (AD).

The Agency also provides services to external stakeholders, such as the approval of Maintenance Review Board (MRB) reports, the Certification Support for Validation (CSV) of certificates outside the EU as well as Technical Advice Contracts upon request of either the industry, aviation authorities or other public institutions.

1.4.2 Main achievements in 2015

1.4.2.1   Initial Airworthiness and Environmental Certification
The total amount of applications received throughout 2015 was stable compared to 2014 levels. In 2015 the Agency received type certificate applications mainly in the sectors of General Aviation and propulsion. The number of major changes and derivatives slightly increased across all product categories (e.g. derivatives: Boeing 737-7 and Boeing 737-8200). Similarly, the number of applications for aircraft flight manual changes and approvals of flight conditions for a permit to fly rose slightly. On the other hand, the number of minor changes and minor repairs decreased together with the number of European Technical Standard Order Authorisation (ETSOA) applications.
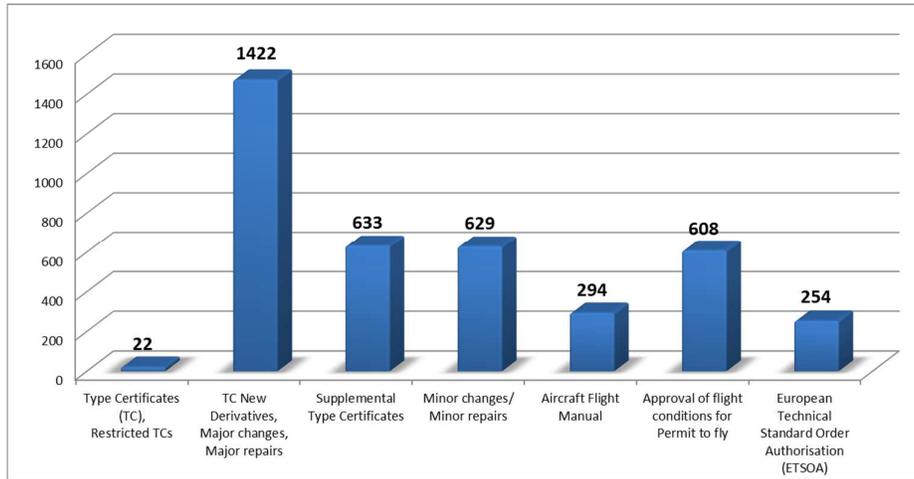
Figure 1: Applications submitted to the Agency for certification activities in 2015

The total amount of certificates issued during 2015 (3.313) is slightly above 2014 levels. More specifically: the number of major changes and derivatives together with the number of Supplemental Type Certificates (STCs) issued increased. Contrary, the number of type certificates, minor changes and minor repairs together with the number of ETSOA decreased. Type certificates were issued among others for the Finmeccanica (formerly Agusta Westland) AW 169 large helicopter and two large turbine engines (International Aero Engines PW1100-JM and CFM International LEAP-1A). Among the derivatives, the Agency issued the certificates for Airbus A320neo, Embraer Legacy 450 business jet, four large helicopters (Sikorsky S-76D, Airbus Helicopter Deutschland EC135 P3, Airbus Helicopter Deutschland MBB-BK117 C2E, Airbus Helicopter Deutschland MBB-BK117 D-2M) and a small twin-engine aeroplane (Diamond DA-62). A total of 6 new Type Certificate Data Sheets for Noise (TCDSNs) were issued during 2015 and a total of 42 TCDSNs were revised.
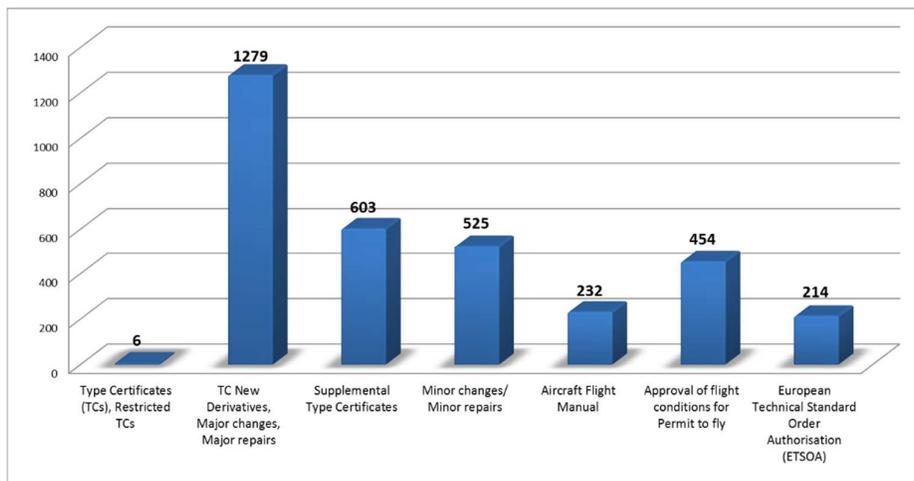
Figure 2: Approvals issued by EASA during 2015

2015 has been the first full year since the implementation of the Operational Suitability Data (OSD) elements into the certification process. Extensive work has been carried out to ensure OSD's compliance of existing Type Certificates (TC) by the deadline 18 December 2015. The vast majority of projects were completed before the deadline and their approval reflected in the Type Certificate Data Sheets (TCDS) (OSD approval for 81 types have been released, each containing more than one OSD

constituent). A small number of projects are completing approval and should be closed within the first half of 2016.

In 2015, in the framework of the existing BASA, the Technical Implementing Procedures (TIP) with Agência Nacional de Aviação Civil (ANAC) Brazil and the FAA have been revised. More specifically, the revised TIP with the FAA (TIP rev. 5) accounts for various topics including the reciprocal acceptance of Technical Standard Order Authorization TSOA/ETSOA and the automatic acceptance of the certifying authority's classification of STCs as 'basic'.

Throughout 2015, the Agency organised events with the industry and the National Aviation Authorities to promote the latest developments in the field of Product Certification and related regulation tasks, such as the first DOA Implementation and Certification Workshop, the first OSD Workshop, the Rotorcraft Symposium, the General Aviation Seminar, the Flight Test Workshop and the European Technical Standards Order Workshop. These events are meant to be opportunities for the participants to exchange views and opinions with EASA representatives.

In addition, the Agency developed certification memoranda and work instructions for the implementation of the LoI concept. For further details please see the chapter on Regulation.

1.4.2.2   *Continuing Airworthiness Oversight*

The Agency dedicated a significant amount of hours to continuing airworthiness oversight, increasing the overall volume of hours, compared with 2014. This is due to the continuous increase in the fleet size, the increase in the available safety information and a direct consequence of specific events. For instance, as a follow up to the implementation of the UK CAA recommendations, included in the CAP1145 ('Safety review of offshore public transport helicopter operations in support of the exploitation of oil and gas'), two Certification Memoranda have been published ('Post Certification Actions to Verify the Continued Integrity of Safety Critical Parts' and 'Vibration Health Monitoring: Prioritisation of Maintenance Alerts'). Furthermore, following recent incidents and accidents, the workshop on 'Flying at high altitude in adverse weather conditions' has been organised. The aim was to assess the potential benefits resulting from specific trainings for high altitude flights and enhanced weather information for pilots.

The Internal Occurrence Reporting System, which collects incoming safety information and supports analysis and follow‑up by technical staff in a consistent and effective manner, played an important role. As a result of the continuing airworthiness oversight activities the Agency issued 284 ADs (including revisions and corrections) and 23 Emergency ADs. The detailed list can be found in the AD publication portal at http://ad.easa.europa.eu/. The following diagram shows an extract per product category.
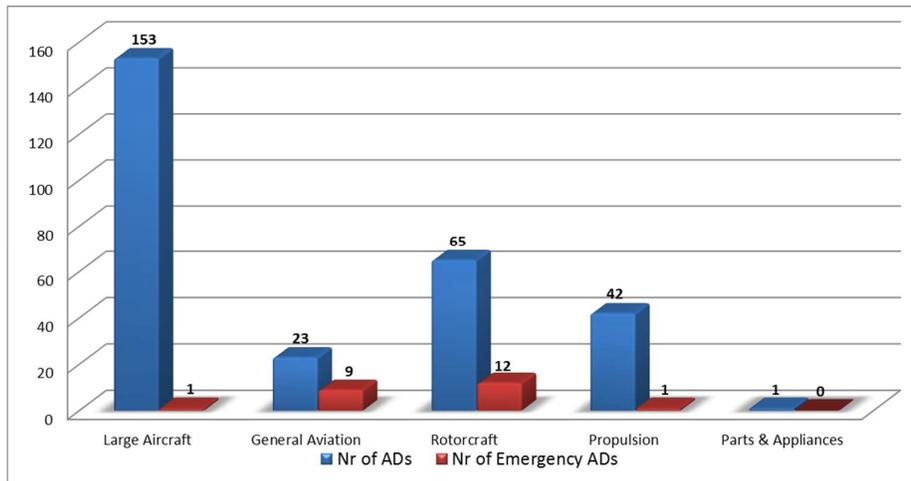
Figure 3: AD and Emergency Airworthiness Directives issued by EASA during 2015

The total amount of applications received during 2015 (69) for the Alternative Method of Compliance is slightly below 2014 levels.

In addition, 46 Safety Information Bulletins (SIBs) were published, relating to airworthiness and operational matters. SIBs were issued among others on 'Authorised persons in the flight crew compartment', following the accident of flight 4U9525 and on conflict zones (E.g. Caspian Sea and Pakistan). 154 foreign ADs (including revisions and corrections) were also adopted and 29 Foreign Safety Advisory Information publications were uploaded onto the AD portal.

The third AD workshop, held in Cologne on 9th and 10th December 2015, was attended by 170 stakeholders from the industry (TC holders, operators and maintenance organisations) and from National Aviation Authorities (NAA), with an overall satisfaction rate of 83 %.

1.4.2.3   *Product Safety Oversight related services*
In 2015, the Agency received 589 applications to support the validation of EASA certificates/approvals in third countries (CSV). In this context the Agency provided technical support, taking into account the existing bilateral agreements and working arrangements. It is worth mentioning that the Agency received the first applications for validating European products in China, under the framework of the EU-China Aviation Partnership Project.

Moreover, the Agency issued 87 MRB letters of approval to support TC holders in creating or amending the scheduled maintenance Instructions for Continuing Airworthiness of aircraft. The Agency provided its technical support to the individual aircraft's MRB processes to achieve this activity. Additionally, EASA supported the introduction of significant changes to the MRB processes, such as: adding MRB under DOA; adding MRB into the EU/USA BASA; and creating the International MRB Process Standard document.

1.4.2.4   *Expertise and Support for other Agency processes*
The technical staff working mainly in product safety oversight activities have also been involved in other processes within the Agency. For the main achievements please see the details in the Regulation, Organisation Approvals as well as International Cooperation and Inspection of Member States chapters.

1.5 Organisation Approvals

1.5.1 Objective and scope

EASA is responsible for approving design organisations, wherever they are located, as well as production, maintenance, maintenance training, continued airworthiness management, flight training, aeromedical centres and flight simulation training devices outside the territory of the Member States. It also includes approving production organisations located within the territory of one or more Member State(s), if requested by the Member State(s). The Air Traffic Management (ATM)/ Air Navigation Services (ANS) section supports the EC on the oversight of the Network Manager Function in Eurocontrol, and has taken over the European Geostationary Navigation Overlay Service oversight and the approval and oversight of Air Traffic Controller (ATCO) training organisations outside of Europe.

1.5.2 Main achievements in 2015

Organisation approvals activities have grown in 2015, including DOA / Alternative Procedure (AP) to DOA, Production Organisation Approvals (POA) and Continuing Airworthiness Organisation Approvals (Maintenance Organisation Approval (MOA)/ maintenance training organisation approvals (MTOA)/ continuing airworthiness management organisation (CAMO)). The surveillance-workload on the Airbus European Single Production Organisation Approval increased slightly with the ramp-up of the production rates of the A350 and A320 programmes. In detail, increasing number of significant changes and non-European locations (new final assembly line in the USA) required approval. The first delivery is expected in April 2016.

The figures related to organisation approvals can be summarised as follows.
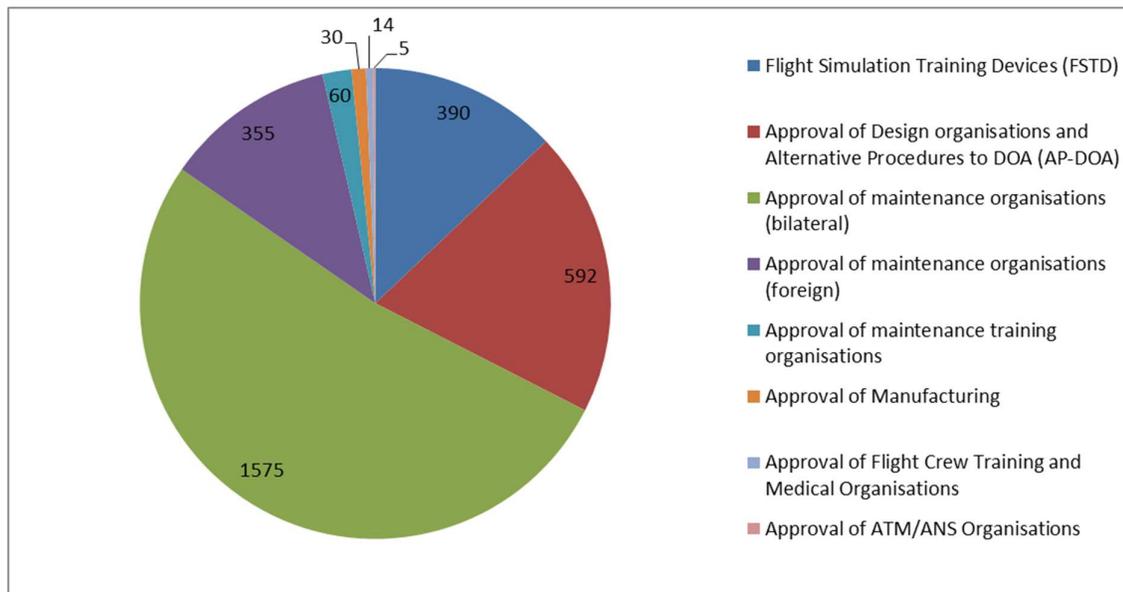

Figure 4: Organisation approval activities in 2015

Design Organisation Approvals

20 new DOAs were approved and 11 DOAs were revoked in 2015.

On 31 December 2015, 320 DOAs were under the oversight of EASA, of which 259 directly by the Agency and 61 by allocation of task to NAAs. The portfolio of DOA surveillance cases has increased by about 3% between 2014 and 2015.

100 Design Organisations were under initial assessment for DOA and 39 for AP to DOA. The portfolio of on-going DOA investigations has increased by 6% between 2014 and 2015.

Outsourcing figures were maintained at a constant level. The level of the DOA Department resources is constant.

Working methods have been amended in order to prepare for the implementation of the LoI concept. A risk based approach has been defined and documented in a procedure, supported by a specific tool. The new system is being rolled out.

The DOA workshop with the industry, organised in November 2015, was again very successful, with the participation of more than 350 industry and authority representatives. This was the first year that the workshop was organised as a combined Certification/ DOA workshop.

Production Organisation Approvals
There are currently 30 EASA POAs in total issued to foreign production organisations, one Single POA to Airbus and 5 Letters of Acceptance (LOA) for air navigation database suppliers. Additionally, EASA continued to issue Export Certificates of Airworthiness for aircraft manufactured by EASA POA organisations (SBAAI in China and Airbus in China and Europe). In the case of the Airbus Single POA, a significant achievement was the extension of the Airbus POA to include the new final assembly line in the USA (operation started in July 2015 with EASA's first audit in September). Additionally, challenging new projects started in 2015, as i.e. Beluga XL, A330 neo, A330 project in Tianjin, continuation of POA extension for new models of A320 neo family in parallel to the ramp-up of A350 and A320 programmes. Also Airbus Helicopters announced their intention to apply for an EASA single POA in 2016. There was also an increase in number of EASA POA applications, mainly from Turkey, India and China. In addition to these core business activities, there were a number of international activities (New Airbus production site in China, confidence building with foreign states, and preparation for future bilaterals) as well as work on existing BASAs performed. A specific task in 2015 was the implementation of the Executive Director (ED) Decision 2015/023/E for acceptance of aircraft from New Zealand and Australia.

Maintenance / Continuing Airworthiness Organisation Approvals
In the field of Maintenance/Continuing Airworthiness Organisation Approvals (MOA/CAMO), EASA is performing investigations and surveillance either by outsourcing the tasks to accredited NAAs or by using in-house auditors/experts. As of 2015 EASA has issued 355 Maintenance organisation, 60 Maintenance training organisation, 2 CAMO, 1,400 US and 175 Canadian approvals. The number of new applications in the field of maintenance and maintenance training organisation approvals is still slightly increasing but at a much lower rate than in previous years.

Flight Crew Training and Medical Organisation Approvals (ATO & AeMC)
For 2015, Approved Training Organisations (ATO) and Aero-Medical Centres (AeMC) section as the Competent Authority for initial and continuous oversight of Flight Crew Licensing Organisation Approval & Aero-Medical Centres. Additionally, the section activities also include the responsibility for initial, re-current qualification and special evaluation of FSTD and Compliance Monitoring System audit of FSTD operators outside the European Member States, has consolidated its organisation approval activities, and where possible optimized and combined the oversight activities of ATO and FSTD operation.

The number of approved ATOs has increased from 12 in 2014 to 14 at the end of 2015. The majority of ATOs under EASA oversight are large complex organisations with a very high number of training courses.

Major achievements in 2015 have been the:

- approval of the Pilot Training Organisation for a major Airline operator outside the European Member States in accordance with Commission Regulation (EU)1178/2011;
- approval of a Pilot Training Organisation in Thailand specialized in Type ratings on ATR airplanes;
- development of a tool for Risk Assessment in Pilot Training to be used by the ATOs in their Safety Management System;
- implementation of a Change Management System for one of the large ATOs which will ease the application process for changes to the organisation's scope of activities;
- first Test Pilot Training Organisations were audited in late 2015 and the final approval expected to be completed in 2016.

Several new applications for approval of Pilot Training Organisations have been received and, at least, three new organisations are expected to be approved during 2016.

For the oversight and approvals of FSTDs in 2015, the market has been very challenging with a high number of de-activation or surrendering of FSTD Qualification certificates based on commercial demands, at the same time a high number of initial qualifications for new FSTDs.

FSTD devices	2015	2014
Active	390	390
Suspended	10	4
Surrendered/Revoked	53	46
De-Activated	24	-
Total	477	440

Table 1: Overview of 2015/'14 FSTD Devices

By the end of 2015, 55 FSTD operators with 390 active FSTD devices located in 95 different locations around the world were approved by EASA either by in-house experts or by outsourcing to accredited service providers.

For 2016, an increased number of Initial FSTD qualifications is expected.

ATM/ANS organisations and ATCO training organisations

In 2015, one new ATCO training organisation has been approved. In the framework of transition to a new regulation on ATCO training (Regulation (EU) 2015/340), EASA has applied this new regulation for approving the new organisation. Additionally, European Aeronautical Database is currently undergoing certification as AIS service provider. This certification started in 2015 and is planned to be completed by 2016.

1.6 Inspection of Member States

1.6.1 Objective and scope

The Basic Regulation states in article 24(1) that: "The Agency shall conduct standardisation inspections in the fields covered by article 1(1), in order to monitor the application by national Competent Authorities of this regulation and of its implementing rules, and shall report to the Commission". After the implementation of the revised standardisation regulation, all technical domains within EASA's remit are covered and in 2015 the scope of standardisations included:

- Airworthiness;
- Air Operations;

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  – Aircrew ;
  – Air Traffic Management / Air Navigation Services, including Air Traffic Controllers;
  – Ramp Inspections.

Preparation for standardisation in aerodromes started in 2015, in order to be ready as of 2018.

1.6.2 Main achievements in 2015

1.6.2.1 Continuous Monitoring Activities

All standardisation activities are now driven by continuous monitoring. Inspections were prioritised and planned based on the Agency's assessment of Competent Authorities' ability to discharge their oversight responsibilities according to a Model set forth in art. 7 of the Standardisation Regulation. It encompasses collection and analysis of data from Competent Authorities, the International Civil Aviation Organisation (ICAO), the Commission and other sources to generate a 'standardisation rating', which is then combined with activity indicators and expert judgement to determine the scope and frequency of inspections. In 2015 the use of the model was extended to ANS; therefore the planning for 2016 relied completely upon its outcome.

The results of the Continuous Monitoring Approach (CMA) to Standardisation are presented in Continuous Monitoring Reports (CMR), which are sent on a quarterly basis to the National Standardisation Coordinator (NSC) of each State, as well as to the EC. Four Continuous Monitoring Reports were issued in 2015 (March, June, September and December). They contained an introductory page and three sections, covering (1) data collected in SIS, (2) standardisation data coming from the standardisation database and showing the number and status of open findings in the country per domain and (3) the country dashboard showing the remaining indicators (the safety indicators, the time elapsed since the last comprehensive inspection in each domain and the general indicators) as well as the results of the calculations of the Model (standardisation rating) and the output level per domain. An example of the latter is presented in Annex XII.

Together with the CMR for the fourth quarter of 2015, EASA provided Competent Authorities with a trend analysis of the data contained in Section 1 and 3 of the report. This allowed to identify developing trends and to address them in case they are going to affect the ability of an Authority to properly discharge its safety oversight responsibilities. An example of trend analysis is provided below.

With these tools, the status of each State becomes clearer and planning of the inspections is carried out in a more targeted manner. It allows to adapt the inspection programme and to focus the planned inspections on significant issues. The maximum interval between two consecutive comprehensive inspections remains set to 4 years. Finally, it is recognised that continuous monitoring activities have also significantly increased transparency on the standardisation activities between EASA and each Member State.

1.6.2.2 Inspections performed

In the course of 2015, 99 standardisation inspections were performed. A decreasing trend in numbers of inspections can be noted, and attributed to the effect of continuous monitoring, which reduces the need to perform on-site activities.

Note: on the basis of safety data analysis, the Commission and the Agency decided jointly to perform four ad-hoc inspections.

Inspection type	AIR	OPS	FCL	MED	FSTD	ATM/ANS	RAMP	Total
Comprehensive	10	16	9	9	9	7	8	68
Focussed	6	4	1	1	3	8	4	27
Ad-hoc	2	1	1					4
All types, 2015	**18**	**21**	**11**	**10**	**12**	**15**	**12**	**99**

Table 2: 2015 overview of performed Standardisation inspections

711 findings of non-compliance were raised in 2015, including 3 immediate safety concerns. Due to the performance of cross-domain inspections, 42 findings can be attributed to more than one domain, resulting in an additional 117 findings when allocated to each domain and therefore totalling 828 findings. Approximately 28% of all findings (27% in 2014) were classified as significant deficiencies that may raise safety concerns if not duly corrected. In three cases the Agency raised Immediate Safety Concerns.

1.6.2.3   Cross-domain assessment of authority requirements

In 2015 the Agency developed a single, cross-domain approach to the assessment of Authority Requirements with the objective of minimising the workload for Competent Authorities and EASA (one single inspection instead of five based on the same set of requirements), ensuring EASA internal standardisation across the five relevant domains and achieving synergies while conducting inspections. The programme is planned to be completed for EASA Member States within 2 years, by the end of 2016.

1.6.2.4   Airworthiness (AIR)

The Standardisation inspections conducted in the area of Airworthiness confirmed again the distribution of findings raised over the last four-year period. It shows that the findings mainly concentrate on the three critical elements related to oversight: CE-6, CE-7 and CE-8, in descending order.

1.6.2.5   Air Operations (OPS)

The Air Operations Standardisation inspections, including those performed as part of the cross-domain assessment, showed that the common issue was that Competent Authorities were in general late with the implementation of the Authority Requirements. Furthermore non-compliances concentrated in the areas of oversight (CE-6 and CE-7).

1.6.2.6   Aircrew (FCL, Medical, FSTD)

Inspection results from the year 2015 show that there are some adjustments to be made regarding the implementation of the Aircrew Regulation. Comparing the results of previous year with the main trends, ICAO critical elements CE-3 and CE-6 remain the main concern. It was further identified that some competent authorities did not have effective oversight of aero-medical examiners and aero-medical centres.

1.6.2.7   Air Traffic Management / Air Navigation Services (ATM/ANS)

As in all previous years the support by authorities to the ATM/ANS standardisation programme has been excellent and any problems encountered during visits have had a minimal impact on planned programmes. The trend that the majority of the non-compliances raised during initial comprehensive

inspections of Competent Authorities / National Supervisory Authorities had been closed by the time of their second (focused) inspection continued.

The number of authority experts nominated and willing to participate as team members has stabilised at 18 of which 1 was newly qualified in 2015. Some additional Competent Authorities / National Supervisory Authorities nominated potential participants, although the numbers are fewer than expected.

The 15 inspections conducted last year showed that the most significant number of findings were related to ICAO CE-6 (Licensing, certification, authorisation and approvals obligations) and CE-7 (Surveillance obligations); out of the findings 'raising safety concerns if not timely corrected' (class D, according to art.18 of Reg. 628/2013) 71 were in the area of these CEs and clearly shows a lack of authority robustness in undertaking their certification and/or oversight responsibilities.

1.7 Operators

1.7.1 Objective and scope

This section covers the activities of the Agency related to the coordination of the Ramp Inspection Programmes (SAFA - Safety Assessment of Foreign Aircraft / SACA - Safety Assessment of Community Aircraft) and the authorisation of Third Country Operators (TCO). The ramp inspection activity carried out by EASA is a coordination function, including:
— Maintaining and updating the database of reports from ramp inspections
— Providing analysis and reports on the collected data
— Fostering the organisation and implementation of training courses
— Providing proposals for manuals and procedures
— Fostering the standardisation of the SAFA activity

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

1.7.2 Main achievements in 2015

1.7.2.1 Ramp Inspection Programmes (Safety Assessment of Foreign Aircraft (SAFA) / Safety Assessment of Community Aircraft (SACA))

Following the regulatory change of the RAMP inspection programme in 2014, further assistance was provided to both the participating States and the operators. A first revision of the inspection instructions was drafted and published in November 2015. It mainly facilitated the agreed policy on the enforcement of ACAS II software version 7.1 requirement, which became applicable to all aircrafts on 1 December 2015. The initial evaluation of a Ramp Inspection Training Organisation (RITO) was performed on behalf of a State, in order to extend the scope of that previously approved organisation. In addition, the continued surveillance evaluation was done for the former, as well as another RITO in that State, based on which the approvals were continued.

The tools for the CMA were further developed and gradually applied. The results of the CMA were also used to adjust the short- and long term planning of the standardisation inspections in the ramp inspection domain where necessary.

As new States access the programme, standardisation visits are performed. In this context, two candidate States were visited successfully. Meanwhile, the one visited in early 2015 has become a full

member, whereas the other inspected State is in the last stage of closing the findings. A gap analysis visit was performed to a third candidate State, in order to measure the level of implementation of the requirements. A few new strategic partner countries have been approached to explore their participation in the programme, whereby the Agency is currently focussing on two States which expressed potential interest.

The number of ramp inspections grew approximately 5% to over 12.000 in 2015. The regular analysis of the data gathered during those inspections continues. Insights were shared with the participating States and the EC (in the ambit of the EU Air Safety List process). Moreover the same insights were shared internally, feeding internal processes like standardisation and the authorisation of Third Country Operators (TCO). Potential safety threats were identified and actions were proposed to mitigate emerging risks. Synergies developed between the ramp inspection programme and the TCO process proved to be very effective.

1.7.2.2   *Third Country Operators (TCO)*

Following the completion of the TCO application phase in November 2014, during which EASA received applications from approximately 650 third country operators, the Agency commenced its TCO technical assessments and started issuing TCO authorisations. The first TCO authorisations were announced during an event at the Brussels Airport, in presence of Commissioner Violeta Bulc and Executive Director Patrick Ky on 2 July 2015. Subsequently, commenced technical evaluations of operators have covered 66% of all third country aircrafts, which engage in commercial air transport to the EU. Issuing authorisations marks the beginning of the TCO's continuous monitoring programme, to which all authorised operators are subjected.

Throughout 2015, close coordination was maintained with the EC, to ensure alignment of TCO authorisation decisions with the EU Air Safety List mechanism. EASA participated in meetings/hearings organised by the Commission in preparation and conduct of both Air Safety Committee meetings. During the ASC meetings the Agency delivered technical analyses and updates on the TCO implementation progress.

The Agency's web-based TCO software application development continued with the addition of extra functionalities that support the TCO authorisation process. It serves to inform relevant stakeholders about the status of TCO applications and authorisations. In addition, TCO procedures and work instructions were completed as part of the Agency's Quality Management System. A first internal quality audit of the TCO Section was performed in summer 2015 with positive results.

EASA strengthened TCO's human resources to enable the successful implementation of the TCO system by the end of its transition period in November 2016. The Section's mission and visit programme (comprising of TCO audits, EU Air Safety List visits, ICAO Universal Safety Oversight Audit Programme audits and EASA standardisation inspections) was fully implemented.

A third TCO workshop with the Member States NAA TCOs' focal points and the Commission was successfully conducted in December. It contributed to enhanced communication and cooperation between the Agency and the Member States on TCO-related matters.

1.8 European Central Question Bank

1.8.1 Objective and scope

The European Central Question Bank (ECQB) contains the questions to be used by the Member States for the theoretical knowledge examination of pilots for commercial pilot licence, airline transport pilot licence, multi-crew pilot licence and instrument ratings for aeroplanes and helicopters.

The Agency established a new process for the ECQB at the beginning of 2015, and set up the ECQB Team in the International Cooperation Department. The ECQB team will manage the development of 1,500 new questions and the review of 2,000 existing questions per year.

1.8.2 Main achievements in 2015

The first full implementation of the new process was completed in November 2015, with the release of ECQB 3.0. It involved over 30 question writers and 40 subject matter experts from around Europe. ECQB 3.0 marked a significant improvement on the question bank:

- 1,476 new questions were added across all subjects, particularly improving the representation of questions for the helicopter category;
- 1,876 existing questions were improved and a further 251 identified to be blocked;
- The above representing ca. 30 % of the entire question bank;
- Additional features were added to questions, to support the NAAs' appeal processes.

An essential step for ensuring that the ECQB is relevant and up to date, is the complete revision of the theoretical knowledge syllabus and learning objectives. In Q1 2015 the Agency launched 'RMT.0595' for this purpose. It is a stakeholder-led rulemaking task and will amend AMC / GM associated with the Aircrew Regulation.

1.9 International Cooperation

1.9.1 Objective and scope

The Agency concludes Working Arrangements (WA) with foreign NAAs on an ad-hoc basis. It participates in the negotiation and implementation of BASAs and other aviation agreements, supporting the European Union efforts.

On a multilateral basis, the Agency is strengthening its relations with ICAO, in close coordination with the EC and the Member States.

Finally, as part of its international activities, the Agency supports partner countries in improving their regulatory capabilities through technical cooperation programmes.

These activities are supported, in China, Canada and the US, by local EASA External Representations.

1.9.2 Main achievements in 2015

Bilateral Agreements and Working Arrangements
Intensive institutional activities took place with a number of international partners, such as the US, Canada, China, Brazil, India, Japan, Singapore, Ukraine, the UAE, Israel, and Turkey. The most significant achievements are summarised hereafter.

US

The activities of the Agency were focused on finalising the new Annexes to the EU-US BASA. The annexes were finalised at technical level. However, one question that transcended all annexes was under heavy negotiation with the FAA. Once finalised at political level, it should be translated into the (existing and new) annexes and the related implementation procedures. Another milestone was the adoption of revision 5 of the TIPs by the Certification Oversight Board , which provides for reciprocal acceptance of Technical Standards Order (TSO)/ European Technical Standards Order approvals and Basic STC classifications. This will lead to significant time and efficiency gains for the authorities as well as Industry.

Similarly, EASA and the FAA are working on additional efficiency gains during validation exercises, by reducing the level of involvement. When achieved, this will translate into significant savings for both Industries.

China

Intensive activity took place between EASA and the Civil Administration of China (CAAC), both to support the current operational relations (in particular to support EU Industry in having their EASA certificates validated by CAAC) and to implement a technical roadmap in support of the potential opening of BASA negotiations between the EU and China. EASA also provided the EC with technical support in preparing a draft recommendation to the Council of the EU to start negotiations on a future BASA with China.

Japan

The cooperation between EASA and the Japanese Civil Aviation Bureau (JCAB) focused on starting the preliminary assessment of the Japanese civil aviation system in the area of airworthiness. This is to support the potential opening of BASA negotiations between the EU and Japan. As for China, EASA supported the EC in preparing a draft recommendation to the Council of the EU on starting negotiations for a future EU-Japan BASA.

Brazil

The instruments required for the practical implementation of the EU-Brazil BASA (TIP and Maintenance Annex Guidance) were adopted by ANAC and EASA. This means that the EU-Brazil BASA is now fully implemented.

South East Asia

EASA and CAA Singapore agreed to conduct a study on aircraft wake turbulence at Changi Airport, with the aim of implementing the re-categorisation (RECAT) EU initiative in Singapore and reducing aircraft separation standards safely. The outcome of the study could increase runway capacity at Changi Airport and other airports globally.

EASA also established a cooperation framework with CAA Thailand, to foster rulemaking cooperation, facilitate implementation of EU aviation safety rules in Thailand and assist CAA Thailand with its efforts to further enhance the safety level in Thailand.

Pan-European Partners

EASA maintained close cooperation with the non-EASA European NAAs under the EASA Pan-European Partnership (PANEP) platform, and ensured the monitoring of the implementation of EU aviation safety acquis in the EU neighbourhood. New Working Arrangements (WA) on general safety cooperation were concluded with the aviation authorities of Albania, Bosnia and Herzegovina, the Republic of Serbia, the Former Yugoslav Republic of Macedonia and Montenegro. In addition, a WA was concluded with the State Aviation Administration of Ukraine (SAAU) providing for SAAU's participation in the EU SAFA Programme.

ICAO

The Agency contributed significantly to the European input for the ICAO High Level Safety Conference (Montreal, February 2015), by drafting four working papers and providing the secretariat to the European coordination group.

In order to further support the EU Member States on their obligations stemming from Article 38 of the Chicago Convention, checklists of compliance of EU safety rules with ICAO SARPs were developed or updated by the Agency, for ICAO Annexes 1, 6, 8, 14 (Volume I), 16, 18 and 19.

Signed Working Arrangements
In summary, in 2015, 3 WAs with CAAC, 5 WAs with Western Balkans PANEP partners, 1 WA with CAA Israel, 1 WA with SAAU (Ukraine), 2 modifications to the WA with JCAB (Japan), 1 WA with CAA Singapore and 1 Cooperation Arrangement with CAA Thailand were signed.

Technical Cooperation

In 2015, EASA implemented several regional projects supporting:

The European Neighbourhood Countries, including the Western Balkans, Eastern Europe and Mediterranean countries: These projects aim to support the enhancement of safety and interoperability with European standards. They included Transport Corridor Europe – Caucasus - Asia (TRACECA) (completed in May 2015), Instrument for Pre-Accession Assistance 3 (launched in July 2015 for a period of two years), and the Euromed Aviation Safety Project (launched in January 2015 also for two years). In December a new contract with the Commission was signed for a follow-up project for TRACECA.

The Sub-Saharan Africa region: These projects support national authorities in complying with their international obligations and the enhancement of Regional Safety Oversight Organisations (Amélioration du transport aérien en Afrique centrale, Support to Improvement of Aviation Safety in Africa (SIASA), Zambia and Malawi).

The 10 countries of the Association of South East Asian Nations (ASEAN): This project is implemented in close cooperation with the EU Delegation in Thailand and supports development of the ASEAN Single Aviation Market and its safety and ATM components, as well as economics and market law (ASEAN Air Transport Integration Project).

Emerging markets, such as China and India: to support safety and EU commercial and environmental interests. This included the new EU-China Aviation Partnership project, initiated in September 2015 for a period of five years, as well as continuing support to the South Asia Regional Initiative (SARI) for regional harmonisation with EU regulations.

Furthermore the Agency implemented horizontal projects to promote EU safety regulations and build capacity in safety oversight (EASA International Cooperation Forum, Regional Safety Oversight Organisation support and Safety List assistance). Where relevant, EASA closely cooperates with interested EU Member States.

1.10   Support Activities

1.10.1 Applications and Outsourcing services

The bilateral agreement with the USA (2011/719/EU) aims to reduce regulatory barriers in the field of civil aviation safety resulting in more affordable, convenient and efficient air service to consumers, increased travel, trade and economic growth. In 2015 a reciprocal simplified procedure was put in place for EU and US companies seeking supplementary type certificates to operate in each other's territories in order to reduce costs and time-to-market. In addition the procedure to issue a single safety authorisation for third country commercial air transport operators valid in 32 EASA Member States is now fully functional after the closure of the application round in November 2014.

EASA is investing in a web portal for applicants to facilitate access to EASA services and reduce processing times. Prominent companies such as Airbus S.A.S. and Airbus Helicopters registered to use the application in 2015. Due to the volume of applications submitted by these companies the benefits of the portal were extended significantly. A successful pilot phase was also brought to an end in

cooperation with the FAA clearing the way forward for US applicants to use the portal. A second phase is now being planned to cover the remaining certification domains.

The planned increase in tariffs under the fees & charges regulation to cover staff pension contributions was reassessed in the light of financial results and was suspended pending the planned revision of the basic regulation in 2018. Thus the costs to the industry currently remain unchanged.

The aim of the outsourcing strategy agreed in 2014 was to provide medium-term visibility on workload to be contracted to Certification Service Providers (CSP), and so ensure the availability of qualified resources in the EASA system. In its first year, the results of the strategy were encouraging, with over half of the individual partnership agreement targets being met in full and an overall fulfilment rate of 90%. In the fourth quarter the 5-year forecast was renewed for the period 2016-2020. Initial feedback from the CSPs on the outsourcing strategy was positive (89% satisfaction rate), also reflecting efficiency gains achieved through paperless workflows and simplified procedures.

EASA has also taken steps to use fee revenue more efficiently by adjusting its level of commitments to more accurately reflect actual outsourcing costs. This has reduced the working capital employed, and the commitments carried forward to the following financial year. Additional efforts are planned in this respect in 2016.

Furthermore the risk-based approach to accreditation continued the trend towards smaller, more efficient audit teams. The accreditation teams now also audit compliance with a new interest management policy for CSPs.

1.10.2 Finance and Procurement

From a financial perspective, 2015 continued the positive trend of previous years. The results show that the financial targets have been comfortably achieved and even exceeded, as detailed below.

The Agency performed according to its planned activities, achieving again a very high budget execution rate of 98%, compared to 97% in 2014 and above the EC's target of 95%. Furthermore, the cancellation of amounts carried over from 2014 (to 2015) remained low at 3.2% below the 5% target set by the EC (same result as for 2014).

In 2015, the Agency invoiced €99.6m to Industry for services rendered, an increase of +1.4% compared to 2014 reflecting the full impact of the new tariffs deployed in 2014. This is coherent with the aims of the 2014 Fees & Charges model and allows the Agency to support new costs that will occur in 2016, in particular the payment of the pension contributions for Fees and charges staff (€8m) and the impact of full house staffing (€5m).

A healthy debt recovery standard was maintained at the level of 2014, with a closing debt balance of €5.6m which was significantly lower than the figure at the end of 2014 (€2m or 26% lower). This led to €101.6m being cashed during 2015, which was €4.6m higher than in 2014. The figure for the debt older than 120 days was only €481k which demonstrates EASA's effective credit control.

As a result the Agency ended 2015 with an overall budgetary surplus of €2m to be returned to the EC accordingly. The surplus on Fees & Charges is kept in a reserve that will be used for future investments on Fees & Charges activities or compensate future losses.

The details of financial and budgetary results are reported in section 2.3 and Annex II. Additionally, EASA achieved the following results in 2015:

- − The Agency continued to manage a substantial number of financial transactions at a comparable level as in 2014 or in case of procurement a significant higher number of procedures: over 22,000 financial transactions verified, 2,600 invoices processed for

payments, 12,590 invoices issued for Fees & Charges activities, 35 High value (>60K€) procedures (HVPs) managed – nearly double number of HVP managed in 2014 (17), approx. 200 Low value (1-60K€) procedures (in line with level in 2014) and 350 Specific Contracts concluded (10-15% less than 2014).

‒ Following the review of ex-ante verification procedures for certain types of low risk (high volume/low complexity) transactions in 2014, ex-post controls were increased in order to complement the cost effectiveness of the internal control system. 18 ex-post control exercises were performed during 2015 covering the areas of mission reimbursement, procurement procedures, CSP and corporate service transactions. The transactions verified were, in all material aspects, legal and regular. However, useful recommendations towards standardisation and improving purchasing practices were made and fed back to the different actors in the organisation. The ex-post control exercises will continue in 2016.

‒ The Finance department continued to provide support to additional projects added through ad hoc grants/convention to EASA activities portfolio in particular preparation towards the signing of the €10m EU China Agreement and framework contract procedures to secure external support for this and other international cooperation projects.

‒ In accordance with article 50 of the Agency Financial Regulation an audit of the accounting system was performed by an external audit body (Deloitte) to build on the assessment already performed in 2010. Based on the audit conclusions and the accompanying validation report the Accounting Officer of the Agency officially validated the accounting system in place at EASA as providing the necessary level of control.

‒ The 2014 Annual Accounts were, for the first time, audited by an external auditor (Mazars) – under the authority of the European Court of Auditors -. A clean audit report was received based on which the European Court of Auditors issued their own report with no qualifications.

‒ EASA also actively sought to further improve associated processes. 3 finance & procurement days were held with focal points throughout the Agency to feedback on best practices and raise financial awareness amongst key actors. Several efficiency initiatives were also initiated accordingly, such as the: development of more automated SAP reports for invoicing, streamlining of the payment process and the introduction of a dedicated SharePoint repository tool for central procurement requests.

‒ Finally, particular efforts have been made throughout 2015 (and will continue in 2016) to improve the level of planning and monitoring in order to:

  - monitor more closely the rate of budget implementation and status of the (high value procedure) planning with the operational departments - through quarterly budget monitoring exercises as well as ad-hoc planning meetings where necessary;

  - monitor more closely the end date of framework contracts and their renewals to ensure improved forecasting and follow-up of contractual needs;

  - provide feedback and highlight (monthly scoreboard) to the top management any delays / risk to the implementation so as to bring accountability to the operational departments. Thereby facilitating closer follow-up of the planning and timely reaction to any potential risks and/or delays.

1.10.3 Information Technology

The planning and deployment of additional IT services developments required by operations is controlled through 10 dedicated programmes, each led by a business programme manager: MOVE to Neue Direktion Köln 2016, Organisation approvals, Business components, Reporting & master data, Certification applications, Safety management, Information management, Human resources management, Finance & Support optimisation and IT Infrastructure & Systems. Based on the prioritisation of the project demands defined in these programmes, 22 projects for new or large changes to IT services have been agreed and planned for 2015. Of these projects, 17 (77%) have been completed successfully in the course of 2015. The remaining part is well under way to be completed in the beginning of 2016. The main projects completed are in the area of Information management, Organisational approvals, Certification applications and Human resources management.

In addition, the Agency introduced an IT transformation project in order to get the highest value out of the Information Technology deployed; taking EASA's strategy and Return of Investment (RoI) drivers into account. The project was successfully completed with the adoption of EASA's first long-term IT strategy and subsequent implementation of the related roadmap. Simultaneously, a new Business-IT governance was adopted, to select IT investments for business projects in accordance with priorities arising from the Agency's strategy and RoI.

Moreover, a new IT organisation was implemented at the end of 2015, on the basis of a more transparent, consistent and integrated business partnership model, designed to support efficiently the implementation of the EASA and IT strategies.

With the move to Neue Direktion Köln in 2016, comprehensive activities are carried-out to put in place the planning and controls for the move of the IT infrastructure with assurance of continuous availability of critical applications and minimal disruption of non-critical ones.

1.10.4 Corporate Services

Building shell constructions and technical installation works were completed in 2015. This included the development or enhancement of several building related policies/concepts (e.g. Facility Management or Physical Security). Moreover the tender specifications were launched in order to support the efficient operations of specialised service providers (such as maintenance, catering, electricity, etc.). In addition, routine tasks continued for the operation of the existing premises in Cologne and Brussels, with contributions to the Agency's 'Project Green' initiative.

A simplified payment process was implemented in travel management which led to a reduction of FTEs involved in the process. Planning of the conference centre at the new EASA Headquarters, Neue Direktion Köln, was further developed with state-of-the-art media equipment, new room booking and visitor management software as well as policies and processes governing events. The new conference facilities will allow to hold most EASA events in-house.

1.10.5 Communications

The focus of the Communication activity was two-fold:

- Develop the external outreach by means of digital communication: development of a new website to be released in 2016, more active presence on social media, development of several videos and animation/infographics on General Aviation, Drones and Lithium batteries.
- Internal Communication on the MOVE to Neue Direktion Köln 2016 Project.

A lot of the Communication has also been driven by unexpected events such as the Germanwings accident, which triggered a crisis communication mode in the first 2 weeks following the accident.

1.10.6 Internal Audit & Quality

The Internal Audit Capability (IAC) performed audits in accordance with the 2015 annual audit programme, formulated utilising a risk based approach. The IAC was successfully audited against the Internal Auditing Professional Practices Framework in 2015 by the Institut Français de l'audit et du Contrôle Internes (IFACI). The IAC received a positive result, that being, no non-conformities were raised and the recommendations made in 2014 were assessed as "closed". The result was that IAC maintains its certification. The IAC also coordinated the 2015 annual risk assessment exercise yielding the Agency's 2015 Risk Register which was included in the 2015 Work Programme.

In the quality area, the integrated management system was successfully audited against the International Standards Organisation (ISO) standards. All 2014 recommendations were closed and no findings or non-conformities were raised.

1.10.7 Human Resources (HR)

Development activities

A system of job classification (Job Family Framework) was introduced to provide a common reference for HR policies and create transparency on career and development paths in the Agency. Mission-critical competencies will be assigned to jobs and seniority levels. Meanwhile, a standardised competencies description model is being integrated in the training and development activities. This is shifting the focus from standard classroom training to development activities that are suited to individual learning styles and empower staff to own their development.

An updated implementation rule on performance appraisal has been endorsed and applied in 2015. The appraisal process has been reconfigured to enable the active involvement of staff in the goal-setting and development planning. For the first time the assessment of performance is competency-based using EASA-specific competencies which provides for a solid comparability of performance and merits. An improved tool has been deployed with flexible integrated functionalities and smart dashboards to facilitate management decisions on performance and staff development.

The reclassification process was carried out under interim measures, applying a modified procedure based on the existing one in the absence of the Commission model rules for Agencies. In 2015, 100 staff members (89 TAs and 11 CAs) were proposed for reclassification.

Competency-based development manuals have been introduced to support on-the-job learning and self-development. Tailored training has been procured through the successful tender for new providers.

An exchange programme has been set up facilitating the cooperation and knowledge-sharing between stakeholders and the Agency.

Recruitment activities

The Agency adopted in the second half of the year new rules on the general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the Conditions of Employment of Other Servants of the European Union. The new rules are promoting internal mobility, mobility among agencies and are harmonising rules for external selection procedures.

Having reached a certain level of maturity, the Agency has been gradually changing the recruitment approach from reactive (identification of needs linked to filling gaps, automatically replacing leavers) to proactive (forward planning, prioritisation and redeployment, and aligning resource needs to overall strategic objectives). This has also been the natural consequence of the capping of resources and the need to drop some activities in favour of others.

Together with a first streamlining of the recruitment procedure, the improvement of the e-recruitment tool, especially by adding functionalities, contributed to the increase of the efficiency of the recruitment process and the decrease of administrative burden.

At the end of 2015, EASA employed 680 TAs while filling in 679 posts[2]. The agency reached for the first time full occupancy of all posts according to the establishment plan.

Additionally, 83 Contract Agents (CA) and 16 Seconded National Experts (SNE) were employed at EASA. Altogether, EASA concluded 62 new contracts of employment while 22 Staff members left the Agency. This resulted in a net increase of 39 staff members.

In 2015 the Agency published 33 vacancies, targeting 32 temporary posts and 6 contract agent positions. 66 selection procedures (33 external, 28 internal and 5 SNEs) and 24 recruitments from reserve lists were finalised corresponding to 57 temporary posts, 5 contract agent positions and 3 SNEs. 2031 applications have been received and 242 interviews were conducted.

Activity	Temporary Agents (TA)	Contract Agents (CA)
New contracts concluded 2015	57	5
Staff members leaving 2015	19	4
Net staff increase 2015	+37[3]	+2
Vacancies published 2015	28	5
Successful internal candidates	27	

Table 3: New contracts concluded 2015 (Temporary Agents (TA)/CA)

To further consolidate the implementation of the "Convergence" project conducted in 2014, 70 internal transfers and nominations in the interest of the service, and 41 transfers following reorganisations were carried out in 2015.

The Agency conducted its second screening of posts in the context of the Benchmarking exercise as requested by the new Financial Framework Regulation. The result demonstrated a transfer of posts from the Administration categories (Administration and Support, Coordination and Neutral) to Operational.

Taking into account the good experience with its traineeship programmes, the Agency continued its traineeship opportunities to attract and help develop junior professionals who are competent and strongly motivated to acquire professional experience. The programme enables students and graduates to put into practice the knowledge acquired during their studies. In 2015, the Agency selected 6 graduate trainees to perform a six months traineeship in a function corresponding to their academic background.

A new initiative aiming at recruiting junior talents directly from Universities has been developed, to be launched as pilot project, called "Junior Qualification Programme". The objective is to support the gradual change of the recruitment approach from reactive to proactive and to bring in expertise from recent graduates with a high level of academic qualifications. The project is an opportunity to shape young talents so that they fit the Agency's standards, organisational needs, culture and "the way of doing things".

Based on its positive experience, the Agency increased the use of Assessment Centres as an instrument in managerial selection procedures with the aim to further improve the quality of the recruitment process and to the ensure selection of suitable candidates for managerial functions. In 2015, 1 external selection and 9 internal selections for managerial posts incorporated an Assessment

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[2] This number includes one offer letter sent before the end of 2015
[3] 1 internal staff member successful in external selection (new contract)

Centre. The Assessment Centre technique is one of the most powerful instruments for predicting the success of professionals in their future assignments. It supports the recruitment of highly skilled staff members and also enables the Agency to ensure that internally present managerial skills or potential are identified to facilitate vertical career moves.

Personnel Administration activities

The Agency adopted, in the second half of the year, the implementing rule developed for the Agencies on measures concerning unpaid leave for temporary and contract staff of the European Union.

The Agency submitted to the Commission for its agreement its specific implementing rule on outside activities and assignments. There is a need to develop a specific rule for the Agency to cover the specific business needs of the Agency which employs a specific category of staff members on a structural part-time basis in order to allow them to continue paid outside activities which are necessary to keep their professional qualifications current required for the performance on their half-time duties in the Agency.

The Agency launched the yearly exercise "annual declaration of interests" to its managers and staff members occupying a sensitive post.

1.10.8 Legal Services

Legal support was provided to all services of the Agency, in particular related to various proposals for amendment to the Basic Regulation; the protection of medical data including organising a workshop session to contribute to the implementation of the Germanwings Task Force recommendations and partake in the discussions on Operational Directives; in the field of international cooperation, support provided to the shaping of various Working Arrangements as well as the activities of the ICAO Article 83bis legal taskforce, the introduction of big data and use of cloud services; support The Commission on the implementation of the Just Culture part of the Regulation (EU) 376/2014 on Occurrence reporting; on corporate legal and governance matters. Also various draft working arrangements were reviewed.

Where corporate and governance matters are concerned, advice to the MOVE 2016 project resolving various contractual and non-contractual contagious issues related to the present and future EASA premises. Also staff complaints, appeals and inquiries were handled within the statutory deadline; in the field of Ethics training was provided to staff and senior management on EASA code of conduct and managing conflict of interest and related annual declarations were reviewed and opinions produced from staff and Management Board (MB) members; also awareness training was provided to various services including the ED office, HR department and Strategy & Safety Management Directorate on the shaping of Executive Director Decisions. Finally, Legal ensured the MB secretariat. The use of SharePoint has been initiated to migrate the corporate legal memory and the summaries of legal advices have been uploaded on the legal intranet page.

1.10.9 Technical Training

In 2015, the Technical Training Section continued the development and delivery of online and classroom courses, while increasing its support to the Agency's international activities. This included thirteen new classroom courses delivered in-house for the first time (four of them developed internally) and the publication of three new, internally developed online courses inter alia on Remotely Piloted Aircraft Systems (RPAS).

The EASA Virtual Academy was successfully launched, following the approval of four training providers, offering eight regulatory courses for NAAs inspectors in the areas of: initial and continuing airworthiness, aircrew, operations, ATM/ANS and aerodromes.

The support provided to universities and academic institutions was further developed with the definition of a streamlined procedure (ED Decision 2015/118/ED) and the signature of a dedicated agreement with École Nationale de l'Aviation Civile (ENAC).

TECHNICAL TRAINING ACTIVITY	FIGURES
People trained	909
EASA staff trained	676
External staff trained (MS NAAs, Int'l NAAs, EC, etc.)	233
Trained by Technical Training staff using in-house developed courses	621 (68%)
Trained by External Training Providers	288 (32%)
Total number of delivered courses (sessions)	105
In-house developed/maintained courses	78 (74%)
Total number of External Training Providers courses	27 (26%)
Total training days	172
Statements of Achievement issued after successful completion of an EASA e-exam	280

Table 4: Overview of technical training activity in 2015

2. Management

2.1 Management Board and Major Developments

The Management Board plays a key role in steering the work of the Agency.

The MB adopted for the first time the Multi-Annual Programming Document 2016-2020 (MAP). The MAP is a new official document including the Agency's strategy, multi-annual objectives, annual actions (these being the first draft of the Work Programme (WP) 2017), the staff elements previously included in the Multi-annual Staff Policy Plan and a clear link between activities and resources. In these matters, the MB is assisted by the Programming and Resources Advisory Group (PAR AG). The MB established the PAR AG replacing and reinforcing the role of the previous Finance and Business Services Advisory Group (FABS). The PAR AG analyses in detail MB agenda items related to both financial and human resources prior to MB meetings, to allow the MB to focus on items of strategic nature and directly related to aviation safety. The risk and control related matters are discussed as part of the WP and Annual Activity Report (see part 3 of this document).

The MB met 3 times and the PAR 4 times in 2015. It was informed and involved in all major developments during 2015, mainly the work following the Germanwings and MH17 accidents, the activities related to conflict zones, cybersecurity, new business models in aviation and their relationship with the oversight systems, the new developments linked to the drone industry and the review of the Basic Regulation.

2.2 Budgetary and financial management

REVENUE	2015	2014	Variance
Fee income	101,615	96,993	5%
Balancing Commission subsidy	37,428	35,209	6%
Other subsidy from Commission (Phare, IPA,…)	9,236	3,905	137%
Other income	1,570	1,320	19%
TOTAL REVENUE (a)	149,849	137,428	9%
EXPENDITURE			
Title I:Staff	74,245	74,775	-1%
Title II: Administrative Expenses	21,949	16,278	35%
Title III: Operating Expenditure	108,713	90,126	21%
TOTAL EXPENDITURE (b)	204,908	181,179	13%
OUTTURN FOR THE FINANCIAL YEAR (a-b)	(55,059)	(43,751)	26%
Cancellation of unused payment appropriations carried over from previous year	200	232	-14%
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	56,884	44,996	26%
Exchange differences for the year (gain +/loss -)	(29)	(17)	73%
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR	1,997	1,460	37%

Table 5: Balance of the outturn account for the financial years 2014 and 2015

BUDGET IMPLEMENTATION FOR THE FINANCIAL YEAR 2015

(thousands of euros)

	2015		2014	
TITLE I - Staff expenses	Payments	Commitment	Payments	Commitment
Budget appropriation - C1+R0+C4+C5(1)	75,570	75,570	76,450	76,450
Committed	-	74,233	-	74,772
Paid	73,872	-	74,392	-
Automatic carryovers	373	-	383	-
Total expenditure/commitment (2)	**74,245**	**74,233**	**74,775**	**74,772**
Appropriations carried over from assigned revenue (3)	-	12	-	3
Cancelled	1,325	1,325	1,675	1,675
% used on budget appropriation (2+3)/(1)	98.25%	98.25%	97.81%	97.81%
TITLE II - Administrative expenses				
Budget appropriation - C1+R0+C4+C5(1)	22,418	22,418	16,536	16,536
Committed	0	21,949	0	16,257
Paid	17,406	0	12,676	0
Automatic carryovers	4,544	0	3,603	0
Non-automatic carryovers	0	0	0	0
Total expenditure/commitment (2)	**21,949**	**21,949**	**16,279**	**16,257**
Appropriations carried over from assigned revenue (3)	0	0	0	21
Cancelled	468	468	258	258
% used on budget appropriation (2+3)/(1)	97.91%	97.91%	98.44%	98.44%
TITLE III - Operating expenses				
Budget appropriation - C1+R0+C4+C5(1)	109,186	109,186	90,907	90,907
Committed	0	43,753	0	45,102
Paid	29,887	0	30,939	0
Automatic carryovers	78,826	0	58,827	0
Non-automatic carryovers	0	0	360	360
Total expenditure/commitment (2)	**108,713**	**43,753**	**90,126**	**45,462**
Appropriations carried over from assigned revenue (3)	0	64,960	0	44,664
Cancelled	473	473	781	781
% used on budget appropriation (2+3)/(1)	99.57%	99.57%	99.14%	99.14%
TOTAL				
Budget appropriation - C1+R0+C4+C5(1)	207,174	207,174	183,893	183,893
Committed	0	139,936	0	136,131
Paid	121,165	0	118,007	0
Automatic carryovers	83,743	0	62,812	0
Non-automatic carryovers	0	0	360	360
Total expenditure/commitment (2)	**204,908**	**139,936**	**181,179**	**136,491**
Appropriations carried over from assigned revenue (3)	0	64,972	0	44,688
Cancelled	2,266	2,266	2,714	2,714
% used on budget appropriation (2+3)/(1)	**98.91%**	**98.91%**	**98.52%**	**98.52%**

Table 6: Total payments / commitments budget 2015/2014

Major aspects of the implementation of the budget

The final current year (C1) budget implementation rate for 2015 was 98% (97% in 2014) and the overall budget implementation rate, including adjustments for assigned revenues (R0) was 99% (99% in 2014).

The cancellation of amounts carried over from 2014 to 2015 (C8) remained low at 3.2% (same result as for 2014).

The total consumption of commitment appropriations reached € 205m (€ 181m in 2014), of which €140m (€136m in 2014) were committed and € 65m (€ 45m in 2014) of assigned revenues were automatically carried over as per Article 15 of the EASA Financial Regulation.

2.3 Human Resources (HR) management

For the new implementing rules adopted in 2015, as a result of the 2014 reform of the Staff Regulation, please refer to section 1.10.1.7.

In the context of the reorganisation of the Agency: 33 external and 80 internal selection procedures as well as 24 recruitments from the reserve lists were conducted. Subsequently, the Agency reached full employment by year's end.

Following, the methodology provided by the Network of Agencies, based on the one applied by the EU Commission, EASA performed the screening and benchmarking of posts for the second year. The table in Annex IV provides the result of this exercise.

2.4 Assessment by management

Overall Budget Implementation Rate

As a result of comprehensive in year budget monitoring, the EC targets of 95% for implementation of the C1 (current year's budget) and C8 (carry over) were achieved, therefore no penalties will be applied to the following year 2017 EU Subsidy. The final C1 budget implementation rate for 2015 was 98% (97% - 2014) and the overall budget implementation rate, remains high at 99% (99% - 2014).

Legality and regularity

Ex-ante verification was performed on each of the 25,000 transactions processed by the Agency (22,000 by financial verifying agents & 3,000 by the delegated authorising officer for mission payments). Additionally, in accordance with the ex-post control annual programme, 18 ex-post control exercises were performed during 2015 covering the areas of: corporate services, CSP payments, completed procurement procedures (quarterly) and mission expenditure reimbursements (monthly). Overall, the transactions verified were, in all material aspects, legal and regular.

Validation of the accounting system

In accordance with article 50 of the Agency's Financial Regulation an audit of the accounting system was performed by an external audit body (Deloitte) to build on the assessment already performed in 2010. Based on the audit conclusions and the accompanying validation report the Accounting Officer of the Agency officially validated the accounting system in place at EASA.

Procurement procedures

In 2015 the Agency initiated 33 high value (>60K€) procedures including 12 in support of the MOVE2016 project. Additionally approx. 350 specific contracts (under framework contracts) and 200 low value (1-60K€) contracts were concluded. On conclusion on the European Court of Auditors Audit visit in December 2015 no preliminary findings were given on procurement activities. More details can be found in 1.10.2 and Annex VIII.

Registration of exceptions

In accordance with EASA Management Standard 17, the management system shall ensure appropriate traceability and evidence of conformity of the work performed. In line with Agency procedures each

non-conformity is documented and registered in an exception Register. Each request is controlled, corrective and/or preventive actions are identified prior to review and approval by the relevant director.

Deviations from rules and/or procedures are addressed in the Agency's register of exceptions which are approved at director level. These exceptions are reviewed on an annual basis with root cause analysis and corrective action in order to prevent reoccurrence. No significant exception was registered in 2015.

The Agency adopted an Anti-fraud Strategy in November 2014. The main purpose of this strategy is to enhance the effective prevention and detection of fraud, as well as to develop counter-procedures. Focus was placed on increasing the awareness of staff about anti-fraud risks, with the aim of preserving the interests of the Agency and European Union. No cases of fraud were reported in 2015.

2.5 Budget implementation tasks entrusted to other services and entities

Not applicable

2.6 Assessment of audit results during the reporting year

2.6.1 Internal Audit Services (IAS)

The IAS started an assessment of the Rulemaking process which will be completed in Quarter 2 of 2016. The scope of the audit comprised all principal elements related to the controls in regards to organising and managing the rulemaking process, most importantly the phases of: issue identification and programming; initiation and rule development; consultation, reviewing and adoption; publication; measures to assess and follow up the results and impact of the rulemaking output; and the optimisation of the use of the available resources. In Quarter 1 of 2015, the IAS performed a review of open actions resulting from previous audits. The result of which is outlined in Section 2.7 below.

2.6.2 Internal Audit Capability (IAC)

The IAC performed eight audit assurance engagements across the Agency in 2015, including Planning and monitoring of Standardisation activities, BASA and Working Arrangements, Ex-post control, Social Committee accounts, Certification Support for Validation, IT project management tools, Third-Country Operators and Agency strategy.

The objective of each of these audits was to assess whether there was reasonable assurance that the relevant regulations and/or requirements were complied with, the process objectives were being met, and that the key risks were properly mitigated through a robust internal control system. In each of the reviews, this level of assurance was provided and recommendations were given to further enhance either the control environment or the overall efficiency of the processes.

2.6.3 European Court of Auditors (ECA)

The preliminary opinion received from the ECA in 2016 was for the 2015 Annual Accounts. With regards to reliability, they noted that "In the Court's opinion, the Agency's annual accounts present fairly, in all material respects, its financial position as at 31 December 2015 and the results of its operations and its cash flows for the year then ended, in accordance with the provisions of its Financial Regulation and the accounting rules adopted by the Commission's accounting officer." With regards to the legality and regularity of the transactions, they noted that "In the Court's opinion, the

transactions underlying the annual accounts for the year ended 31 December 2015 are legal and regular in all material respects". No major observations were formulated.

2.7 Follow up of audit plans, audits and recommendations

As noted in 2.6.3 above, the ECA preliminary opinion was that the 2015 Annual Accounts were reliable, and the underlying transactions were regular and legal and there were no qualifications. They also noted that the findings resulting from previous years had been implemented, except for ECA's comment on the absence of a comprehensive headquarters agreement between the Agency and the Member State.

During the IAS follow up review in Quarter 1 of 2015, the IAS concluded that 10 of 11 open actions under review resulting from previous IAS audits were implemented, with the remaining action (Key Performance Indicator (KPI) in WP and Annual Activity Report) scheduled to be closed with the issuance of the 2017-2020 multiannual planning document in December 2015.

> This final action was considered by the IAS as implemented in February 2016.

All recommendations from audits are recorded and centralised. Continuous monitoring and reporting of these recommendations is performed. A review of the monitoring process was performed in order to increase the timely closure rate that includes review between auditees and auditors and follow up audits.

The main recommendations resulting from IAC audit work in 2015 relate to Standardisation (execution and performance of the processes and activities), Certification Support for Validation (updating the procedures and the invoicing cycle), Third Country Operator activities (updating the procedures and the planning process) and IT activities (capacity planning, project management and governance activities).

> The actions are in the process of being completed and will be implemented throughout 2016.

2.8 Follow up of observations from the discharge authority

For the discharge 2014, the European Parliament (EP) granted to EASA the discharge and approved the closure of its annual accounts. Regarding the observations made by the EP in 2013, with respect to some aspects of EASA's financial and administrative management, the EP welcomes:

- Outsourcing policy: EASA has taken corrective action to formalise and document the criteria used for the allocation of EASA certification services.

- Carryovers: Efforts to further improve carry over levels have already been successful.

- Management of potential conflict of interest: EASA established and implemented a comprehensive policy in its "Code of Conduct for the staff of EASA" on the "prevention and mitigation of Conflict of Interest" as well as "Gifts and Hospitality". This policy includes, among others, the establishment of an Ethical Committee to assess the completed declaration of interest and to deal with any subject related to the "Code of Conduct for staff of EASA" and the establishment of a mandatory training related to the Code of Conduct for all Agency staff members.

  > In addition, the codes of conduct include a policy on "prevention and mitigation of Conflict

of Interest" that has been also adopted for the members of the EASA Board of Appeal and the members of the EASA Management Board.

As requested by the European Parliament, Curriculum Vitae and Declarations of interest of all EASA Directors and Heads of Departments are already published on the EASA website. The Curriculum Vitae's and Declarations of Interest of the members of the EASA Board of Appeal and the members of the Management Board have been also published on the EASA website.

Moreover, in 2015, EASA has re-assessed its system/control environment in this domain taking due account of the observations of the European Parliament.

No revolving doors cases have been identified by EASA in 2015.

3. Assessment of the effectiveness of internal control systems

The internal control standards of the Agency include both the 16 internal control standards of the European Commission and the latest version of the international quality standards (ISO 9001:2008) resulting in 24 EASA Management Standards. These standards were first adopted by the Management Board in 2008. As a result of being updated the Management Standards were adopted again by the Management Board in March 2013.

3.1 Risk Management

Each year, the Agency performs a risk assessment exercise in line with the methodology developed for EU organisations. During this assessment, the criticality of the risks, based on their likelihood of occurrence and potential impact are established. Mitigating actions are developed and agreed with the unambiguous purpose of being implemented prior to or during year N. The outcome of the risk assessment exercise acts as an input to the planning exercise on the Work Programme, during the subsequent annual risk assessment status of the actions and critical risk is assessed. The following critical risks have been identified as specifically linked to 2015:

Crisis management: Lack of or inappropriate crisis response in aviation

Action taken: A crisis exercise was carried out in 2015, based on the crisis response plan that was reviewed and updated during the preparation and follow-up of the crisis exercise in June 2014.

Response to safety issues: Failure to identify or failure to respond to safety issues in a timely manner.

Action taken: In 2015 the Agency established a Safety Risk Management (SRM) process, which allows the organisation to manage safety in a structured as well as systematic manner and derive safety priorities against safety risks. SRM encompasses the identification and assessment of safety issues, together with the assessment and monitoring of the relevant mitigating actions. The SRM process materialises in Safety Risk Portfolios (SRPs), specific for different sectors and types of operation.

Standardised safety level in Europe and associated MS: Failure to establish, and then maintain, the same level of safety across Europe and associated MS through safety oversight of Member States.

Action taken: An external communication strategy has been developed and approved by the Agency's management.

Action taken: All elements of Regulation (EU) 628/2013, which replaced Regulation 736, have been implemented covering also ANS.

Management of external expertise (outsourcing): Failure of the external experts (outsourcing) to provide adequate services to the Agency (on-time, on-cost and on-quality).

Action taken: The aim of the outsourcing strategy agreed in 2014 was to provide medium-term visibility on workload to be contracted to Certification Service Providers (CSP), and so ensure the availability of qualified resources in the EASA system. In 2015, the results of the strategy were encouraging, with over half of the individual partnership agreement targets being met in full and an overall fulfilment rate of 90%.

Recruitment and retention of sufficient and competent staff: Failure to recruit sufficient staff (both technical and administrative) with necessary competences, experiences, skills (incl. managerial).

Action taken: Establishing the Agency's reputation as an employer of choice

- The consultancy framework of the European Commission has been used as support for the definition of the Employer Value proposition (prior to the establishment of the employer branding strategy). A dedicated workshop was organised in September and a concept paper defining the Employer Value proposition had been elaborated proposing an implementation strategy in close cooperation with the Communication department to ensure coherence with the Agency's task on Employer branding.
- In order to address the current and future recruitment of sufficient staff with the adequate technical competences and taking into account the scarcity of resources in the aviation sector, the Agency was presented as an employer of choice during external events such as the career days at the Paris Airshow, the Trade fair and Nacht der Technik.
- The Agency has launched two calls for paid traineeships with intakes in spring and autumn. 11 trainees were selected to perform a six months traineeship in a function corresponding to their academic background.

Assessment Centers (included in the Annual General Report 2013):

- Based on its positive experience, the Agency introduced as standard practice the use of Assessment Centres, as an instrument in managerial selection procedures. It aims to further improve the quality of the recruitment process and to the ensure selection of suitable candidates for managerial functions. In 2015, 1 external and 9 internal selections for managerial posts incorporated an Assessment Centre.

Competency model and Job families

- A system of job classification (Job Family Framework) was introduced to provide a common reference for HR policies and create transparency on career and development paths in the Agency. Mission-critical competencies will be assigned to jobs and seniority levels.

Introducing the new Staff Regulations in 2014, an updated implementing rule on performance appraisal was adopted and applied in 2015. The appraisal process has been reconfigured to enable a more active involvement of staff in the goal-setting and development planning. For the first time the assessment of performance is competency-based using EASA-specific competencies which provide for a solid comparability of performance and merits. An improved tool has been deployed with flexible integrated functionalities and smart dashboards to facilitate management decisions on performance and staff development.

Business Continuity: Failure in providing the capability to respond to incidents and business disruptions, while continuing business operations at an acceptable pre-defined level, simultaneously protecting welfare and safety.

Action taken: The project to assess and revamp the business continuity of the Agency was launched in 2015. The Business Continuity Plan will delivered by the end of 2016.

In 2015 no prominent risks materialized.

3.2 Compliance and effectiveness of Internal Control Standards

The Agency has performed the annual assessment for the year 2015 of the EASA management standards, which integrate both ICS and ISO standards. The conclusion of this assessment was that the

Agency's management system complies with the management standards, thanks to the robust monitoring system that has been established at both management and process level. Some potential for enhancement has been identified on business continuity, for which an action plan has been issued with a full completion deadline in 2017. Additionally, room for improvement had been identified with regards to information and document management. For this purpose an action plan was issued, to define the framework of the policy and the milestones of the implementation plan. The hiring of the business continuity officer was completed in the first half of 2016.

In line with ISO standards, the system and its assessment goes beyond the implementation phase targeting a full monitoring. The full monitoring includes check activities and corrective/improvement actions for continuous improvement purposes.

The integrated management system of the Agency was recertified against both ISO and IFACI in 2013. The effectiveness of this management system is reviewed on an annual basis by the directors at the Management Review meeting. At this occasion, the results of the integrated management system is presented to the directors and improvement actions are submitted for decision. In 2015, all these activities concluded that the internal control system fully complies with the EASA management standards.

4. Management assurance

4.1 Review of the elements supporting assurance

The Agency has set up and maintains an ISO certified management system that ensures that resources and processes are managed and controlled. All processes are described and managed according to the objectives, risks and KPIs identified. This includes risks linked to fraud. Continuous assessments and improvements regarding compliance with applicable regulations and performance is ensured. The completeness and effectiveness of the integrated management system is reviewed once a year through self- assessment. The results of this assessment are reported to the directors at the Management Review meeting, where the continuous effectiveness of the system is assessed. Regular reporting at management level is in place regarding the use of resources, in particular in the fields of human resources and financial activities, as well as part of the Agency's planning and reporting cycle. Controls have been implemented through: a robust, IFACI certified internal audit capability, ex post and ex ante controls, exceptions, delegation of power, ethical committee and finally regular audits from ECA and IAS. Related corrective actions are then followed up as part of the management system.

In summary the information reported in Parts II and III stems from the:

- assurance given by the Agency management;
- results of the Internal control self-assessment of the EASA Management Standards;
- audit results from the EASA internal audit capacity;
- results of the Commission's services and Court of Auditors' audits and implementation of the measures to address weaknesses identified;
- reporting on exceptions and preventive/corrective actions implemented;
- mitigated actions implemented, following the annual risk assessment exercise;
- ex-ante and ex-post control;
- the annual management review letter signed by the Agency Accounting officer together with the Executive Director;
- the ethical committee report.

4.2 Reservations

On the basis of the information and the materiality criteria provided above, no reservation is needed.

4.3 Overall conclusions on assurance

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; necessary improvements and reinforcements are being implemented. The Executive Director, in his capacity as Authorising Officer has signed the Declaration of Assurance without reservation.

5. Declaration of Assurance from the Authorising Officer

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

Declare that the information contained in this report gives a true and fair view.

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

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the EASA management standards self-assessment, exceptions analysis, ex-post controls, risk assessment, the work of the Internal Audit Capability, the observations of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported which could harm the interests of the Agency.

Patrick Ky

Executive Director of the European Aviation Safety Agency

Annex I: Core business statistics

1. Key Performance Indicators (KPI)

Introduction:

The following tables contain the performance results of the Agency for 2015, measured via the performance indicators set out in the 2015 Work Programme. The Red-Amber-Green (RAG) rating system applied follows the subsequent structure:

Result of lower level KPIs:	Result of Higher level KPIs:
All Green	Green
Green and 1 amber	Green
Green and 2 amber	Amber
Green and 1 red	Amber
All Amber	Amber
2 Amber and 1 red	Amber
2 red and 1 amber	Red
All red	Red

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

Notes: Introduced in 2014, these Key Performance Indicators were developed by a Working Group of the FABS (now PAR) Advisory Group. The measurement of these indicators will be made via a 'lower level' set of indicators which are currently being measured by the Agency (outlined in the table below). The frequency of the measurement varies by indicator type, but in general they are measured and reported either biannually or annually. These indicators are reviewed by the PAR Advisory Group, which reports to the Management Board on the progress made. The PAR Advisory Group reviews the KPIs and the 'lower level' indicators with the Agency on at least an annual basis to ensure their continuing relevance and also to include any progress made in developing new indicators.

KEY PERFORMANCE AREA	EASA ACTIVITY AREAS			
	Certification & Approvals	**Regulation**	**Standardisation**	**Support**

Process/ Effectiveness

Certification & Approvals

Aim: Ensure an acceptable level of continuing airworthiness oversight

1.1 Indicator: Number of yearly technical working hours performed as a percentage of planned hours (CAWR).

	Result 2014	Target 2015	2015 result	RAG Rating
2015	71%	82%	71%	

Note: 2014 actual hours reported by NAAs have been updated, taking into account feedback received after the publication of the 2014 Annual Activity Report.

Aim: Ensure the certification and approval process is performed in a timely manner

1.2 Indicator: % of positive feedback received through stakeholders feedback questionnaires after completion of the various certification tasks.

	Result 2013	Target 2014	2015 result	RAG Rating
2015	n/a	70%	67%	
Response rate			41%	

Note: Survey concerning 2015 has not yet been completed, The 2015 results displayed, concern 2014. These results were first published 2015.

Regulation

Aim: Implement rulemaking work programme

2.1 Indicator: % of implementation of the Rulemaking Work Programme (only considering the task R committed for during the Year N of the adopted Rulemaking work Programme)

	Result 2014	Target 2015	2015 result	RAG Rating
2015	86%	95%	89%	

Aim: For EASA to discharge its obligations under the Basic Regulation to assist Member States in fulfilling their obligations under the Chicago Convention

2.2 Indicator: % of State Letter recommendations provided on time.

	Result 2014	Target 2015	2015 result	RAG Rating
2015	100%	90%	93%	

Aim: Efficiency of the rulemaking process and evolvement of stakeholder

2.3 Indicator: % of positive feedback received from stakeholders on the rulemaking process and its outcome.

	Result 2013	Target 2014	2015 result	RAG Rating
	n/a	65%	63%	

Note: Performed only every two years, last performance 2014

Standardisation

Aim: Efficiency and effectiveness of the Standardisation Inspection Programme

3.1 Indicator: % of achieved visits against the approved Standardisation Inspection Programme

	Result 2014	Target 2015	2015 result	RAG Rating
2015	94%	95%	108%	

3.2 Indicator: %of Final Inspection Reports delivered to Member States within 10 weeks (12 weeks till end of 2013) of the completion of the Inspection

	Result 2014	Target 2015	2015 result	RAG Rating
2015	76%	95%	79%	

Aim: To measure the progress of the introduction of risk elements in standardisation planning

3.3 Indicator: Progress towards the implementation of risk based CMA (Continuous Monitoring Approach)

	Result 2014	Target 2015	2015 result	RAG Rating
2015	100%	95%	100%	

Support

Aim: Improve the efficiency and effectiveness of support processes

4.1 Indicator: % of working hours allocated to support tasks agency-wide versus total hours (actual versus planned)

	Result 2014	Target 2015	2015 result	RAG Rating
2015	20%	24%	22%	

Aim: Improve the efficiency of the debt recovery process

4.2 Indicator: Average number of days to cash recovery orders

	Result 2014	Target 2015	2015 result	RAG Rating
2015	41 days	75 days	33 days	

Aim: Improve the Agency response to formal safety recommendations

4.3 Indicator: % of new safety recommendations answered (i.e. actions decided & planned) in not more than 90 days

	Result 2014	Target 2015	2015 result	RAG Rating
2015	66.7%	97.5%	95.2%	

KEY PERFORMANCE AREA	EASA ACTIVITY AREAS			
	Certification & Approvals	**Regulation**	**Standardisation**	**Support**

Stakeholders/ Customers

Certification & Approvals

Aim: Stakeholder (Industry) satisfaction

5.1 Indicator: % of positive feedback received through stakeholders feedback questionnaires after completion of the various certification tasks

	Result 2014	Target 2015	2015 result	RAG Rating
2015	76%	74%	75%	
Responserate			41%	

Note: Survey concerning 2015 has not yet been completed, The 2015 results displayed, concern 2014. These results were first published 2015.

Regulation

Aim: Stakeholder satisfaction

6.1 Indicator: % of positive feedback on the process and the outcome of the stakeholder consultation

	Result 2013	Target 2014	2015 result	RAG Rating
	n/a	65%	63%	

Note: Performed only every two years, last performance 2014

Standardisation

Aim: Stakeholder satisfaction

7.1 Indicator: Standardisation stakeholder feedback for Preparatory phase and Visiting phase

2015	Result 2014	Target 2015	2015 result	RAG Rating
Preparatory	88%	90%	87%	
Visiting	87%			
Response rate	46%			

Note: As of 2015: overall satisfaction with Standardisation processes: preparation, visit, inspection, follow-up is covered by one question.

7.2 Indicator: Average satisfaction for Standardisation Inspection and Follow up and closure

Note: Follow-up / closure is not evaluated. The new regulation 628/2013 introduces "individual" processing of each finding, so the connection with the inspection is very loose. To obtain consistent evaluation results is difficult.

Support

Aim: Timeliness in the execution of key administrative tasks

8.1a Indicator: % of applications for initial airworthiness certification related activities processed to task allocation within 5 working days from application receipt

	Result 2014	Target 2015	2015 result	RAG Rating
2015	82%	80%	79%	

8.1b Indicator: % of certificates issued within 2 working days from technical visa receipt

	Result 2014	Target 2015	2015 result	RAG Rating
2015	95%	90%	94%	

8.2 Indicator: % of initial invoices prepared within 2 working days after the release of the project.

	Result 2014	Target 2015	2015 result	RAG Rating
2015	84%	80%	95%	

Resources

Certification & Approvals

Aim: Budget adherence

9.1 Indicator: Actual budget versus planned budget

	Result 2014	Target 2015	2015 result	RAG Rating
2015	90%	95%	99%	

Regulation

Aim: Budget adherence

10.1 Indicator: Actual budget versus planned budget

	Result 2014	Target 2015	2015 result	RAG Rating
2015	87%	95%	98%	

Standardisation

Aim: Budget adherence

11.1 Indicator: Actual budget versus planned budget

	Result 2014	Target 2015	2015 result	RAG Rating
2015	93%	95%	94%	

Support

Aim: Maintain high budget implementation rate

12.1 Indicator: % of executed commitments compared to the forecast considering the whole annual budget

	Result 2014	Target 2015	2015 result	RAG Rating
2015	97%	95%	98%	

KEY PERFORMANCE AREA	EASA ACTIVITY AREAS			
	Certification & Approvals	**Regulation**	**Standardisation**	**Support**
Resources	*Aim: Internalise certification tasks in line with internalisation policy* **9.2 Indicator: Internal hours performed as a % of total hours (actual versus planned)**	*Aim: Split of time spend on production of rules and supporting processes* **10.2 Indicator: Number of FTE spent on production of rules and FTE spent on support to rules**		*Aim: Monitor support costs in comparison to total costs* **12.2 Indicator: % of support costs versus the total costs (actual versus planned)**

9.2 Indicator: Internal hours performed as a % of total hours (actual versus planned)

	Result 2014	Target 2015	2015 result	RAG Rating
2015	87%	77%	87%	

Note: 2014 actual hours reported by NAAs have been updated, taking into account feedback received after the publication of the 2014 Annual Activity Report.

10.2 Indicator: Number of FTE spent on production of rules and FTE spent on support to rules

	Result 2014	Target 2015	2015 result	RAG Rating
2015	33 FTE	45 FTE	53 FTE	

12.2 Indicator: % of support costs versus the total costs (actual versus planned)

	Result 2014	Target 2015	2015 result	RAG Rating
2015	19%	19%	21%	

Employees, learning and growth

Aim: Improve the efficiency of technical staff.
13. Indicator: number of technical hours (project work) as % of total hours

	Result 2014	Target	2015 result	RAG Rating
2015	62%	65%	64%	

Aim: Learning organisation
13.1a Indicator: % of positive feedback from staff with regard to training

	Result 2014	Target 2015	2015 result	RAG Rating
2015	93% (Gen T.) 90% (Tech T.)	≥ 75%	92%	

13.1b Indicator: Number of training days per member of staff

	Result 2014	Target 2015	2015 result	RAG Rating
2015	2.4	5	4.3	

13.2 Indicator: yearend % vacancy rate against the requested posts for the given year

	Result 2014	Target 2015	2015 result	RAG Rating
2015	5%	<2%	0%	

13.3 Indicator: Average Number of Sick Days per Full Time Equivalent

	Result 2014	Target 2015	2015 result	RAG Rating
2015	6 days	9 days	7.5 days	

2. Decision, Opinions and Notice of Proposed Amendments (NPAs) in 2015

1. Decisions

Decision	Task number	Subject
ED Decision 2015/001/R	RMT.0591	Update of Certification Specifications ADR-DSN.D.260 Taxiway minimum separation distance
ED Decision 2015/002/R	RMT.0417/(OPS.009(B))	Sterile flight deck procedures – GM to Annex I (Definitions) – Amendment 2
ED Decision 2015/003/R	RMT.0417/(OPS.009(B))	Sterile flight deck procedures – Part-NCC AMC/GM – Amendment 2
ED Decision 2015/004/R	RMT.0417/(OPS.009(B))	Sterile flight deck procedures – Part-NCO AMC/GM Issue 2 – Amendment 2
ED Decision 2015/005/R	RMT.0417/(OPS.009(B))	Sterile flight deck procedures – Transfer of JAA cabin safety tasks In-flight sercurtiy – Part-ORO AMC/GM Issue 2 - Amendment 2
ED Decision 2015/006/R	RMT.0417/(OPS.009(B))	Sterile flight deck procedures – Part- Specialised Operationstt GM – Amendment 2
ED Decision 2015/007/R	RMT.0417/(OPS.009(B))	Sterile flight deck procedures– Part- Commercial Air Transport – AMC/GM Issue 2 – Amendment 2
ED Decision 2015/008/R	RMT.0058	CS-25 – Amendment 16
ED Decision 2015/009/R	RMT.0176/(E.004)	Engine Vibration Surveys
ED Decision 2015/009/R	RMT.0179/(E.009)	Ice Protection of Turbine Engines
ED Decision 2015/010/R	RMT.0153/(ATM.003(A)) & RMT.0154 (ATM.003(B))	Requirements on Air Traffic Controller licensing
ED Decision 2015/011/R	RMT.0421/(FCL.014)	AMC/GM for non-complex approved training organisations (ATOs)
ED Decision 2015/012/R	RMT.0581 & RMT.0582	Upset Prevention and Recovery Training (UPRT)
ED Decision 2015/013/R	RMT.0110/(21.039(K))	Additional airworthiness specifications for operations — CS-26
ED Decision 2015/014/R	RMT.0624	Technical and operational requirements for remote tower operations
ED Decision 2015/015/R	RMT.0624	Technical and operational requirements for remote tower operations
ED Decision 2015/016/R	RMT.0245/(MDM.048)	Certification Specifications for Standard Changes & Standard Repairs (CS-STAN) - Phase 1
ED Decision 2015/017/R - AMC-20 Amdt 13	RMT.0223/(MDM.024)	CS - 25 - HIRF & Lightning
ED Decision 2015/018/R - CS-23 Amdt 4	RMT.0223/(MDM.024)	CS - 25 - HIRF & Lightning
ED Decision 2015/019/R - CS-25 Amdt 17	RMT.0223/(MDM.024)	CS - 25 - HIRF & Lightning
ED Decision 2015/019/R - CS-25 Amdt 17	RMT.0500	Regular update of CS-25
ED Decision 2015/020/R	RMT.0541	Aircraft Type Ratings for Part-66 Aircraft Maintenance License
ED Decision 2015/021/R	RMT.0400/(OPS.090(A)) & RMT.0401 (OPS.090(B))	Amendment of requirements for flight recorders and underwater locating devices
ED Decision 2015/022/R	RMT.0411/(OPS.094)	Crew resource management (CRM) Training
ED Decision 2015/023/R	RMT.0411/(OPS.094)	Crew resource management (CRM) Training
ED Decision 2015/024/R	RMT.0463	Task force for the review of Part-M for General Aviation
ED Decision 2015/026/R	RMT.0219/(MDM.003)	Flight testing
ED Decision 2015/027/R	RMT.0696	Aligning the Implementation of Evidence-Based Training to European Rules (EBT introductory task)
ED Decision 2015/028/R	RMT.0692	Maintenance of the acceptable means of compliance and guidance material on the safety (key) performance indicator 'Use of risk analysis tool' for the air traffic management performance scheme

| ED Decision 2015/029/R | RMT.0699 | AMC and GM to the Annexes to Regulation (EU) No 1321/2014 — Issue 2' |
| ED Decision 2015/030/R | RMT.0400/(OPS.090(A)) & RMT.0401 (OPS.090(B)) | Amendment of requirements for flight recorders and underwater locating devices |

2. Opinions

Opinion	Task number	Subject
Opinion 01/2015	RMT.0613	European Commission policy initiative on aviation safety and a possible revision of Regulation (EC) No 216/2008
Opinion 02/2015	RMT.0593	Technical requirements and operational procedures for the provision of data for airspace users for the purpose of air navigation
Opinion 03/2015	RMT.0256/& RMT.0257 (MDM.062(A) & (B))	Revision of operational approval criteria for performance-based navigation
Opinion 04/2015	RMT.0409/(OPS.093(A))	Helicopter offshore operations
Opinion 05/2015	RMT.0135/(66.027)	B2L and L Part-66 aircraft maintenance licences
Opinion 06/2015	RMT.0232/& RMT.0233 (MDM.031(A)&(B))	Commercial air transport operations at night or in IMC using single-engined turbine aeroplane
Opinion 07/2015	RMT.0697	Part-66 basic examinations performed by Part-147 maintenance training organisations (MTOs)
Technical Opinion	RMT.0230	Introduction of a regulatory framework for the operation of unmanned aircraft

3. Notice of Proposed Amendments (NPAs)

NPA	Task number	Subject
NPA 2015-01	RMT.0639/	Performance-based navigation implementation in the European air traffic management network
NPA 2015-02	RMT.0206/(ETSO.011)	Systematic review and transposition of existing FAA TSO standards for parts and appliances into EASA European Technical Standards Orders
NPA 2015-03	RMT.0262/(MDM.060)	Embodiment of level of involvement (LOI) requirements into Part-21
NPA 2015-04	RMT.0624/	Technical and operational requirements for remote tower operations
NPA 2015-05	RMT.0352/(OPS.075(a)) &RMT.0353(OPS.075(b))	Non-commercial operations of aircraft listed in the operations specifications (OpSpecs) by an AOC holder
A-NPA 2015-06	RMT.0498/	Reorganisation of Part-23 and CS-23
NPA 2015-07	RMT.0572/	Use of comparative analysis when showing compliance with SLD icing specifications
NPA 2015-08	RMT.0547/	Light Part-M
NPA 2015-09	RMT.0589/	Rescue and firefighting services (RFFS) at aerodromes
A-NPA 2015-10	RMT.0230/	Introduction of a regulatory framework for the operation of drones
NPA 2015-11	RMT.0673/	Regular update of CS-25
NPA 2015-12	RMT.0607/(21.039(b))	Acceptable Means of Compliance (AMC) and Guidance Material (GM) to Part-21 for changes to Operational Suitability Data (OSD)
NPA 2015-13	RMT.0581/& RMT.0582	Loss of control prevention and recovery training

NPA 2015-14	RMT.0609/(ATM.001(A)) & RMT.0610 (ATM.001(B))	Acceptable Means of Compliance and Guidance Material to Commission Regulation (EU) 2015/XXX laying down the common rules of the air and operational provisions regarding services and procedures in air navigation (SERA Part C)
NPA 2015-15	RMT.0071/(26.004)	Additional airworthiness specifications for operations: Thermal/acoustic insulation material
NPA 2015-16	RMT.0692/	Maintenance of the acceptable means of compliance and guidance material on the safety (key) performance indicator 'Use of risk analysis tool' for the air traffic management performance scheme
NPA 2015-17	RMT.0521/	Airworthiness review process
NPA 2015-18	RMT.0516/&RMT.0517	Update of the rules on air operations (Air OPS Regulation - all Annexes & related AMC/GM)
NPA 2015-19	RMT.0264/(MDM.066)	Executive interior accommodation
NPA 2015-20	RMT.0657/	Review of the Aircrew Regulation in order to provide a system for private pilot training outside approved training organisations, and of the associated acceptable means of compliance and guidance material
NPA 2015-21	RMT.0371/& 0372 (OPS.078 (A) & (B))	TAWS operation in IFR and VFR and TAWS for turbine-powered aeroplanes under 5 700 kg MTOM able to carry six to nine passengers
NPA 2015-22	RMT.0384/(MDM.092)	Engine open rotor and installation

3. Studies and research projects

Strategic Pillar 1

External governance – Cohesive research planning and monitoring

Efforts were made to enhance cooperation with the EC, mainly DG RTD and DG MOVE. In February 2015, this lead to the set-up of monthly meetings to exchange views, to clarify positions and to create synergies. For example, the Agency was consulted on the Horizon 2020 – Work Programme 2016-2017 smart, green and integrated transport. Simultaneously, various solutions to finance EASA activities were studied. This led to the exceptional attribution of 7M€ from the Commission budget to cover EASA research needs. Additionally, linked to EASA's participation in the Mobility for Growth call, "MG-3.1-2016: Addressing aviation safety challenges", a total volume of EUR15 Mio will be made available.

Furthermore, EASA is in a close dialogue with the Clean Sky Joint Undertaking (CSJU). The aim is to ensure better cooperation between the two organisations in all phases of the Clean Sky programme. The CSJU joins the monthly meeting with the Commission. In this context, CSJU proposed to create a mechanism to finance EASA's support. Negotiations launched in May and have advanced to senior level: however talks are still ongoing.

Strategic Pillar 2

Support to innovation – Reducing time to market

It was decided that no new projects would be supported without an agreement on financing, to avoid EASA not being able to live up to expectations due to lack of resources; this approach was supported by the Commission. In the interim, new solutions were studied for the financing of EASA's support to aviation research initiatives while the Agency continued to support ongoing projects when possible For instance, EASA remains involved in a few FP7 projects (ASCOS, ACROSS, EVITA, ASHLEY, SAFUEL).

Ultimately, EASA and the Commission agreed on a financing mechanism. The Agency would be paid via grants, allocated to research projects, when the Agency's support is deemed necessary. During the Call, the applicant is to seek the Agency's agreement on the alignment of the project objectives with aviation safety related priorities. The approach was tested on the Mobility for Growth call, "MG-3.1-2016: Addressing aviation safety challenges" in 2016. If it is successful it will be expanded in the following years to other research calls linked to aviation

Strategic Pillar 3

Enhancement of global safety and environmental protection standards

In September, the EC and DG MOVE, agreed, as an exceptional case, to launch calls for tenders and finance work to cover some specific needs expressed by EASA. As a result, the following projects will be launched in 2016:

- Effectiveness of Flight Time Limitation (EUR2 Mio)
- Investigation of the quality level of the air inside the cabin of large transport aeroplanes and its health implication (EUR2 Mio)
- Transport of Lithium Battery by Air (EUR1 Mio)

Strategic Pillar 4

Urgent safety and environmental protection research

In 2015, efforts were made to obtain EUR15 Mio of external funding from the EU Commission, for the "Provision of technical research services in support of EASA activities", as a 4-year framework contract. However, due to re-prioritisation within the EU Commission, the funds couldn't be made available to EASA in 2015. Upon availability of funding, the framework contract will be activated.

Irrespectively, EASA addressed urgent safety and environmental research projects, relying on its own research budget. The following high (HVP) and low value procedures (LVP) were launched in 2015:

- Helicopter North Sea Operations Management – Current Practices – Safety Review
  (EASA.2015.HVP.01, Volume: EUR135,700)
- Startle Effect Management
  (EASA.2015.HVP.20, Volume: EUR320,000)
- Characterisation of the toxicity of aviation turbine engine oils after pyrolysis
  (EASA.2015.HVP.23, Volume: EUR225,000)
- Preliminary Cabin Air Quality Measurement Campaign II.
  (EASA.2015.LVP.64, Volume: EUR50,000)

Additionally, the following internal projects were completed in 2015:

- Helicopter Main Gearbox Health (MGH)
  (EASA.2014.C11, Volume: EUR150,000)
- HighIWC II - Contribution to the Definition of Ice Water Content of Clouds at High Altitude. SC002: Contribution to the peer-review of raw data during the second High Altitude Ice Crystals / HIWC international field campaign and evaluation of all data by an agreed methodology
  (EASA.2013.FC27.SC002, Volume: EUR219,976)
- Electronic Flight Bag EFB - Aircraft performance calculations and mass & balance, Best practices for evaluation and use of electronic flight bag

(EASA.2014.C06, Volume: EUR60,000)
- Angle of Attack Indication for General Aviation (AoA)
(EASA.2014.C14, Volume: EUR50,900)

Annex II: Statistics on financial management [4]

BUDGET EXECUTION FOR THE FINANCIAL YEAR 2015

(thousands of euros)

REVENUES	Executed Budget 2014	Executed Budget 2015	Budget 2016
1 REVENUE FROM FEES AND CHARGES	96,993	101,615	95,926
2 EC SUBSIDY	34,174	36,370	36,370
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries) [1]	2,072	2,161	2,107
4 OTHER CONTRIBUTIONS	2,869	8,133	p.m.
5 ADMINISTRATIVE OPERATIONS	796	904	825
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	125	210	150
7 CORRECTION OF BUDGETARY IMBALANCES	0	0	41,101
TOTAL REVENUES excl. internal assigned	**137,029**	**149,393**	**176,479**
Fees and Charges total revenues[2]	97,713	102,246	102,863
Regulatory activities total revenues[3]	36,447	39,013	38,998

(excluding internal assigned revenues)

[1] The final amount for the correction of budgetary imbalances will be inscribed with the 1st amending budget.
[2] Revenues do not include the carried forward assigned revenues
[3] Regulatory activities total revenues does not include assigned revenues for international cooperation projects

EXPENDITURES	Executed Budget 2014	Executed Budget 2015	Budget 2016
T1 STAFF	74,756	74,226	85,948
T2 BUILDINGS EQUIPMENT	16,226	21,919	24,982
T3 OPERATIONAL	32,650	31,327	33,881
T4 SPECIAL PROGRAMMES	5,343	5,406	p.m.
T5 RESERVE[4]	0	0	31,668
TOTAL EXPENDITURES excl. internal assigned	**128,976**	**132,878**	**176,479**

(excluding internal assigned revenues)

[4] This appropriation is intended to cover expenditures funded by assigned revenue from F&C.

Budget Transfers and Amending Budgets:
42 transfers, totalling 6,795 €K, and one amending budget were carried out during 2015.

The most significant transfers were:
2,102 €K was transferred from title 1 (Staff) and title 2 (administrative) budget lines to cover:

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[4] The final report from the European Court of Auditors on the EASA 2015 accounts is expected to be received in June 2016

- an advance payment to the new building provider in relation to the Agency's pending move in 2016;
- support for an Aeromedical database;
- the costs of a Court Appeal;
- events for expert meetings;
- costs of external experts for the CEI list;
- costs related to the ECQB questions and the ICF event.

585 €K was transferred from title 1 (Staff) and title 2 (administrative) budget lines IT budget lines to cover:

- software licence renewal cycle;

- Rules Base Software;

- Siemens Meeting Room System Licence;

- GMS System.

All transfers made between titles respected the 10 limits mentioned in the EASA financial regulation.

Late payment interest
Late payment interest paid in 2015 amounted to a total of 11,188 €.

Annex III: Organisational chart

```
                                    EXECUTIVE DIRECTOR
                                         P. KY

              COMMUNICATION                    EXECUTIVE DIRECTOR'S
               & QUALITY                             OFFICE
               D. FOUDA

                 LEGAL                          CHIEF ENGINEER
               F. MANUHUTU                          P. MEDAL

                                            CHIEF EXPERTS/SENIOR EXPERTS
```

STRATEGY & SAFETY MANAGEMENT DIRECTOR L. TYTGAT	CERTIFICATION DIRECTOR T. WOODS	FLIGHT STANDARDS DIRECTOR R. GÉNOVA GALVÁN	RESOURCES & SUPPORT DIRECTOR O. RAMSAYER
DEPUTY STRATEGY & SAFETY MANAGEMENT DIRECTOR R. DAESCHLER	DEPUTY DIRECTOR CERTIFICATION R.ERCKMANN	DEPUTY FLIGHT STANDARDS DIRECTOR W. SCHULZE	DEPUTY RESOURCES & SUPPORT DIRECTOR J.-M. MASTIO
SAFETY INTELLIGENCE & PERFORMANCE R. DAESCHLER	LARGE AEROPLANES A. LEROY	MAINTENANCE & PRODUCTION J. HALL	HUMAN RESOURCES R. LENTI
STRATEGY & PROGRAMMES J.-M. CLUZEAU	GENERAL AVIATION & REMOTELY PILOTED AIRCRAFT SYSTEMS (RPAS) Y. MORIER	AIR OPERATIONS C. TREVISAN	INFORMATION TECHNOLOGY V. MAGNIER
INTERNATIONAL COOPERATION F. STEFFENS	ROTORCRAFT M. MAZZOLETTI	AIRCREW & MEDICAL G. REBENDER	APPLICATIONS HANDLING C. HOLGATE-ROMANOV
	PROPULSION, PARTS & APPLIANCES M. GOERNEMANN	AIR TRAFFIC MANAGEMENT/ AIR NAVIGATION SERVICES (ATM/ANS) & AERODROMES W. SCHULZE	FINANCE & PROCUREMENT J.-M. MASTIO
	ENVIRONMENT G. READMAN	POLICY & PLANNING T. SULOCKI	CORPORATE SERVICES A. TZIOLAS
	DESIGN ORGANISATIONS D. ROLAND		
	CERTIFICATION POLICY & SAFETY INFORMATION R. ERCKMANN		

Figure 5: EASA Organisation Chart (31/12/2015)
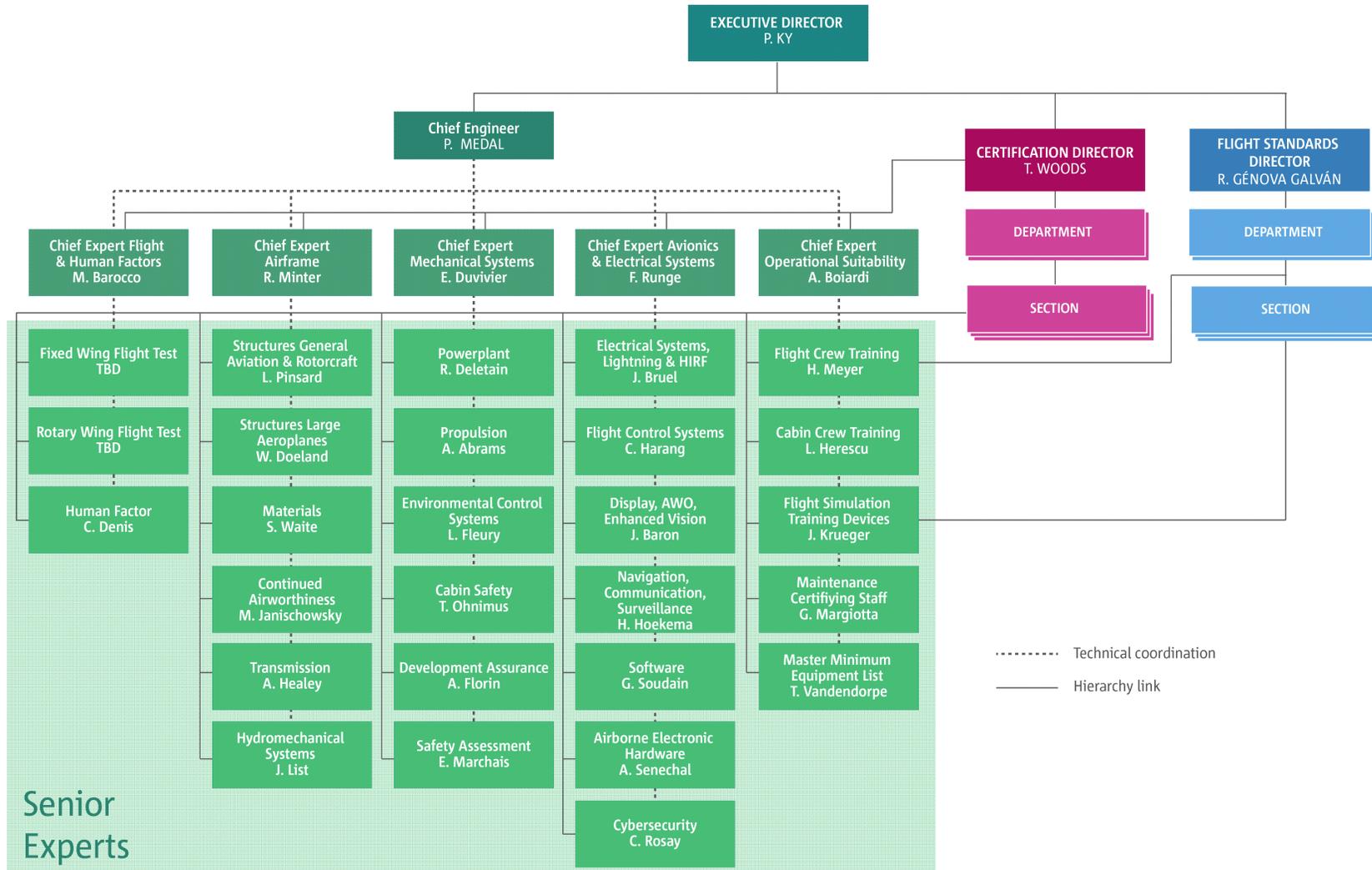
Figure 6: EASA Expert-Organisation Chart (31/12/2015)

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Annex IV: Establishment plan and additional information on Human Resources management

Function group and grade	2015				2016	
	Authorised under the EU Budget		Actually filled as of 31/12/2015		Authorised under the EU Budget	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16						
AD 15		2		2		1
AD 14		23		23		25
AD 13		31		31		32
AD 12		48		48		53
AD 11		72		72		76
AD 10		95		95		98
AD 9		118		118		117
AD 8		81		81		77
AD 7		55		55		47
AD 6		24		24		20
AD 5		2		2		2
AD TOTAL		551		551		548
AST 11						
AST 10						
AST 9		1		1		1
AST 8		4		4		4
AST 7		12		12		13
AST 6		22		22		23
AST 5		32		32		33
AST 4		26		26		25
AST 3		18		18		17
AST 2		11		11		10
AST 1		2		2		2
AST TOTAL		128		128		128
TOTAL	679		679		676	

Table 7: Establishment Plan

Annex V: Benchmarking

Job Type (Sub Category)	2014	2015
Administrative Support and Coordination	14%	13.8%
Administrative Support	11.3%	10.6%
Coordination	2.7%	3.2%
Operational	78.7%	79.5%
Top Level Operational Coordination	1.6%	2.0%
Programme Management & Implementation	48.9%	47.6%
Evaluation & Impact Assessment	10.9%	11.6%
General Operational	17.3%	18.2%
Neutral	7.3%	6.7%
Finance/Control	6.7%	6.1%
Linguistics	0.6%	0.6%

Table 8: Results of the Benchmarking Exercise – post deployment

Annex VI: Key functions

Key functions (examples)	Type of contract (official, Temporary Agent or Contract Agent)	Function group, grade of recruitment (or bottom of the brackets if published in brackets)	Indication whether the function is dedicated to administration support or policy (operational)
CORE FUNCTIONS			
Director	Temporary Agent Level 2	AD14	Depending on the Directorate: operational in the Aviation area, support in the Administrative area, e.g.: Finance and Business Services Director (support); Certification Director (operational)
Head of Department (please identify which level in the structure it corresponds to taking the Director as level 1)	Temporary Agent Level 3	AD 9 – AD12 (depending on complexity, size, responsibilities of the Department)	Depending on the Department: operational in the Aviation area, support in the Administrative area, e.g.: Head of Finance (support); Head of Product Department (operational)
Head of Unit (please identify which level in the structure it corresponds to taking the Director as level 1)	n/a	n/a	n/a
Head of Section *(please identify which level in the structure it corresponds to*	Temporary Agent "Section Manager"	AD 7 – AD 10 (depending on complexity, size, responsibilities of the section)	Depending on the Section (operational in the Aviation area, support in the Administrative area)

taking the Director as level 1)	Level 4 (excluded from management allowance)		
Senior Officer	Temporary Agent	AD 9	Depending on the Section (operational in the Aviation area, support in the Administrative area)
Officer	Temporary Agent or CA IV	AD6/7	Depending on the Section (operational in the Aviation area, support in the Administrative area)
Junior Officer	Temporary Agent or CA IV	AD5	Depending on the Section (operational in the Aviation area, support in the Administrative area)
Senior Assistant	Temporary Agent or CA III	AST3	Depending on the Section (operational in the Aviation area, support in the Administrative area)
Junior Assistant	Temporary Agent or CA III	AST1	Depending on the Section (operational in the Aviation area, support in the Administrative area)
SUPPORT FUNCTIONS			
Head of Administration	Temporary Agent	n/a	
Head of Human Resources	Temporary Agent	AD 9	
Head of Finance	Temporary Agent	AD 11	
Head of Communication	Temporary Agent	AD 9	
Head of IT	Temporary Agent	AD 10	
Senior Officer	Temporary Agent	AD 8/9	

Officer	Temporary Agent	AD 6/7	
Junior Officer	Temporary Agent	AD 5	
Webmaster- Editor	Temporary Agent	AD 5 ("Web Content Officer/Web Master")	
Secretary	Temporary Agent	AST 1	
Mail Clerk	n/a	n/a	
SPECIAL FUNCTIONS			
Data Protection Officer	Temporary Agent	AD 5	
Accounting Officer	Temporary Agent	AD 9	
Internal Auditor	Temporary Agent	AD 7	

Table 9: Key functions identified throughout the Agency

Annex VII: Staffing
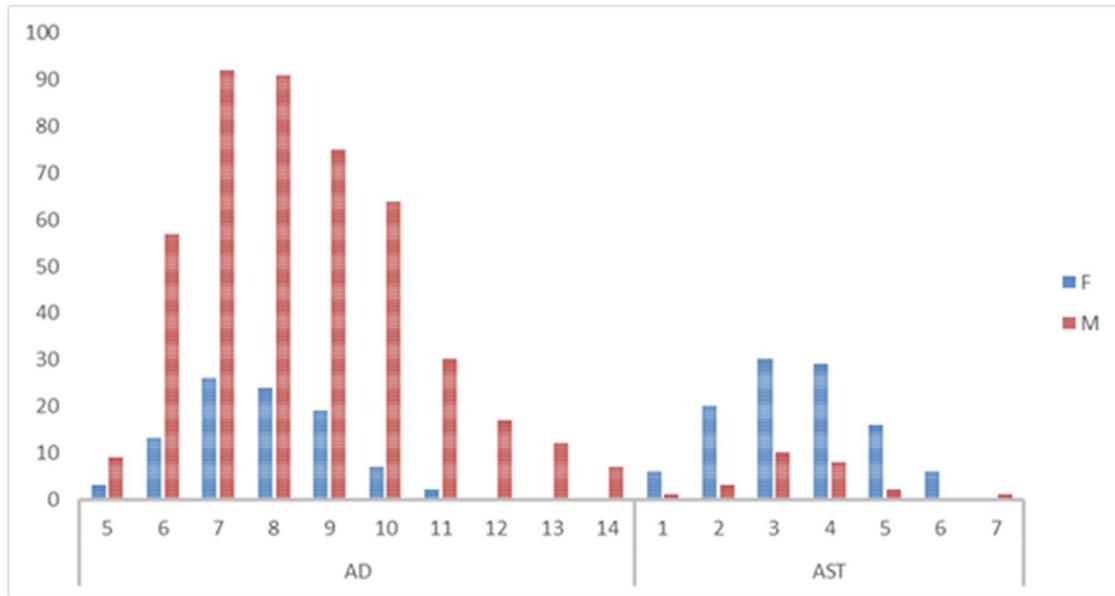
Figure 7: Gender distribution among grade in 2015

Annex VIII: related to part 2

1. Procurement procedures launched and/or finalised in 2015

TYPE OF PROCEDURE	REF.	TITLE	TYPE OF CONTRACT	DURATION	CONTRACT VOLUME	CONTRACTOR	CONTRACT SIGNATURE	CONTRACT EXPIRY
NEGOTIATED	EASA.2015.HVP.14	Aerodrome Study ATA- Ac project (re-launched)	FRAMEWORK	4 YEARS	500K€	TBC - Evaluation complete - award & contract signature pending.		
OPEN	EASA.2015.HVP.30	Energy supplier	FRAMEWORK	4 YEARS	1 Mio€	TBC - Evaluation complete - award & contract signature pending.		
OPEN	EASA.2015.HVP.31	Technical facility management (with HTP)	FRAMEWORK	4 YEARS	350K€	TBC - Evaluation & award pending.		
OPEN -> NEGOTIATED	EASA.2015.HVP.34	Office Furniture (Serienmöbel) - special furniture - *(Re-launched Lot 3)*	FRAMEWORK	4 YEARS	1.2 Mio€	TBC - Contract signature pending.		
OPEN	EASA.2015.HVP.19	CANTEEN: Payment system & Maintenance	FRAMEWORK	4 YEARS	300K€	TBC - Evaluation complete - award & contract signature pending.		
OPEN -> NEGOTIATED	EASA.2015.HVP.35	CANTEEN: Kitchen supplies (Kleininventar) - re-launched	FRAMEWORK	4 YEARS	150K€	TBC - Contract signature pending.		
OPEN	EASA.2015.HVP.26	Reception, Security and Hospitality Services	FRAMEWORK	4 YEARS	3 Mio€	TBC - Evaluation complete - award & contract signature pending.		
OPEN -> NEGOTIATED	EASA.2015.HVP.36	E-Learning System (re-launched)	FRAMEWORK	4 YEARS	250K€	Digital publishing AG	11/02/2016	10/02/2020

OPEN	EASA.2015.HVP.12	Impact Assessment & Evaluation of EASA rules (ASSESS II)	FRAMEWORK	4 YEARS	1.2 Mio€	I. OSPREY Consulting Services Limited	22/02/2016	21/02/2020
						II. Consortium between ADSE B.V. (Aircraft Development and Systems Engineering), Moving Dot and Total European Aviation System Advisory Services Limited (TEASAS)	22/02/2016	21/02/2020
						III. Consortium between Advance Logistics Group, SAU (ALG), APAC Computer Software Development GMBH	22/02/2016	21/02/2020
						IV. Consortium between Ecorys Nederland B.V. and Stichting National Lucht-en Ruimtevaartlaboratorium (NLR)	22/02/2016	21/02/2020
NEGOTIATED	EASA.2015.HVP.24	EUCCC in the China project	FRAMEWORK	5 YEARS	4.5 Mio€	EU Chamber of Commerce in China	27/01/2016	26/01/2020
OPEN	EASA.2015.HVP.05	Office Furniture – chairs (lot 2)	FRAMEWORK	4 YEARS	600K€	Rouette Eßer GmbH	26/01/2016	27/01/2020
OPEN	EASA.2015.HVP.06	Customised Furniture (Maßmöbel)	DIRECT	12 MONTHS	317,115€	Vogelsberg	11/01/2016	10/01/2017
OPEN	EASA.2015.HVP.17	CANTEEN - Bistro & catering services (including leasing coffee machines (office floors)	FRAMEWORK	4 YEARS	500K€	I. RI Bistro EssART GmbH & Co. KG	10/02/2016	09/02/2020
						II. RII WISAG Catering GmbH & Co. KG	10/02/2016	09/02/2020
RESTRICTED	EASA.2014.RP.12 - PHASE 2	LOT 1: Management training and organisational development	FRAMEWORK	4 YEARS	600K€	AKADEMIE FUR FUHRUNGSKRAFTE DER WIRTSCHAFT GMBH	15/12/2015	14/12/2019

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						PWC EU SERVICES EESV	27/11/2015	26/11/2019
						MAYCOACH & COMPANY E.K	15/12/2015	14/12/2019
RESTRICTED	EASA.2014.RP.12 - PHASE 2	LOT 2: Business Skills	FRAMEWORK	4 YEARS	500K€	AMA EUROPE SA/NV	06/01/2016	05/01/2020
						PWC EU SERVICES EESV	18/01/2016	17/01/2020
						MAYCOACH & COMPANY E.K	18/01/2016	17/01/2020
RESTRICTED	EASA.2014.RP.12 - PHASE 2	LOT 3: Intercultural awareness and international representation	FRAMEWORK	4 YEARS	350K€	ITIM INTERNATINAL OY	18/01/2016	17/01/2020
						MAYCOACH & COMPANY E.K	26/01/2016	25/01/2020
RESTRICTED	EASA.2014.RP.12 - PHASE 2	LOT 4: Team development	FRAMEWORK	4 YEARS	600K€	PWC EU SERVICES EESV	27/11/2015	26/11/2019
						MAYCOACH & COMPANY E.K	15/12/2015	14/12/2019
						THE MIND AT WORK LIMITED	09/12/2015	08/12/215
NEGOTIATED	EASA.2015.HVP.33	ITTC EASA.2012.FC22 - Increase of Budget_Amendment	FRAMEWORK	12 MONTHS (until end of current FWC)	600K€	CAA International Limited	06/01/2016	05/01/2017

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OPEN	EASA.2015.HVP.05	Office Furniture - standard furniture (lot 1)	FRAMEWORK	4 YEARS	2.5 Mio€	Mathes GmbH & Co. KG	13/01/2016	12/01/2020
OPEN	EASA.2015.HVP.04	Office Supplies	FRAMEWORK	4 YEARS	320K€	Lyreco GmbH deutschland	08/12/2015	07/12/2019
NEGOTIATED	EASA.2015.HVP.32	Aviation Cybersecurity	FRAMEWORK	4 YEARS	120K€	NSENSE OY	26/11/2015	25/11/2019
OPEN	EASA.2015.HVP.11	Business & Mgmt. Consultancy	FRAMEWORK	4 YEARS	10 Mio€	Ernst & Young et Associes (EY)	15/12/2015	14/12/2019
						BearingPoint France SAS	15/12/2015	14/12/2019
						Deloitte	11/01/2016	10/01/2016
NEGOTIATED	EASA.2015.HVP.21	Aviation Safety Data - Civil Aircraft Database	FRAMEWORK	4 YEARS	96K€	Reed Business Information Ltd.	11/11/2015	10/11/2019
OPEN	EASA.2015.HVP.07	Relocation of the Agency (Removal)	DIRECT	12 MONTHS	293,534€	Andreas Christ Spedition undMobeltransport GmbH	11/11/2015	10/11/2016
OPEN	EASA.2015.HVP.23	Characterisation of the toxicity of aviation turbine engine oils after pyrolysis (AVOIL)	DIRECT	10 MONTHS	225K€	TNO Nertherlands Organisation for Applied Scientific Research	11/11/2015	10/09/2016
OPEN	EASA.2015.HVP.10	Environmental Consultancy Support - Emissions	FRAMEWORK	4 YEARS	1.5 Mio€	Consortium ENVISA SAS (leader), The University of Sheffield, Cardiff University, The University of Manchester	11/11/2015	10/11/2019
OPEN	EASA.2015.HVP.20	Startle Effect Management	DIRECT	11 MONTHS	350K€	Stichting Nationaal Lucht- en Ruimtevaartlaboratorium (NLR)	11/11/2015	10/10/2016

NEGOTIATED	EASA.2015.HVP.28	Big Data Feasibility Study (II)	DIRECT	6 MONTHS	100K€	BearingPoint France SAS	19/10/2015	18/04/2016
OPEN	EASA.2015.HVP.02	Travel Agency	FRAMEWORK	4 YEARS	3 Mio€	Top Service International Reisebüro GmbH	06/08/2015	05/08/2019
OPEN	EASA.2015.HVP.01	Offshore helicopter operation safety in the North Sea	DIRECT	12 MONTHS	150K€	Det Norske Veritas Limited	11/09/2015	10/09/2016
SPECIFIC CONTRACT - WITH RE-OPENING OF COMPEITION	EASA.2011.OP.14/L 2.05	Study on high performance aircraft	SPECIFIC	13 MONTHS	70K€	ECORYS	13/08/2015	12/09/2016
RESTRICTED	EASA.2014.RP.08 - PHASE 2	SOFIA - Development and Implementation of Safety Oversight Facilitated Integrated Application (SOFIA) project	FRAMEWORK	4 YEARS	4.5 Mio€	SGI Consortium	29/06/2015	28/06/2019
OPEN	EASA.2014.OP.13	Pilot Training (lot 1)	FRAMEWORK	4 YEARS	200K€	Finnair Flight Academy	28/07/2015	27/07/2019
		Pilot Training (lot 3)			120K€	Ecole Nationale de l'Aviation Civile (ENAC)	28/07/2015	27/07/2019

Table 10: Procurement procedures launched and/or finalised in 2015

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2. Waivers of recoveries

According to article 60 "Waiving of recovery of an established amount receivable" of the current EASA Financial Implementing Rules, waivers involving €k 100 or more shall be annexed to the Annual Activity Report. All cases which took place in 2015 were below this threshold

3. Summary of MB Decisions taken in 2015

MB 01/2015

- Adopted the Draft Budget, Establishment Plan and Draft Work Programme 2016
- Adopted the Multiannual Staff Policy Plan 2016-2018 and the 2015 establishment plan

MB 02/2015

- Appointed Mr Ricardo Génova Galván as new FS Director
- Adopted the 2014 Annual Activity Report
- Adopted the Opinion on the 2014 Annual Accounts
- Adopted the 2015 First Amending Budget
- Adopted Decisions on EASA´s working language for selection procedures, the appraisal of officials, TAs and CAs, as well as the approval for the Executive Director to submit to the Commission the draft revised text of the EASA implementing rules on preventing psychological and sexual harassment

MB 03/2015

- Adopted the 2016 Budget and endorsed the 2017 Draft Budget as well as the MAP 2017-2020
- Adopted the Decision on unpaid leave for TAs/CAs and gave the approval to the ED to submit to COM for its agreement the Draft Decision on outside activities and assignments
- Approved the 2016 EASA Annual Audit Programme
- Adopted the Decisions on the new Rule Making (RM) Procedure, the Member States Advisory Body (MAB) as well as the Stakeholders Advisory Body (SAB)

Annex IX: related to part 3

1. Agency actions to prevent and manage Conflict of Interest

In addition to the information provided under Section 2.9., it shall be mentioned: all Selection Board Members sign the form "Declaration of absence of conflict of interest and respect of confidentiality", prior to the commencement of a selection procedure. This is enshrined in the "Recruitment Guidelines for Selection of the Board Members", which is sent to all Selection Board members. Moreover, the number of vacant posts to be filled is indicated in the vacancy notice, in addition to the procedural aspects.

2. Agency actions to prevent Fraud

To this end, eight actions were defined which will be fully implemented between 2016 and 2017.

In 2015, the Agency started working on the implementation of these actions, in particular with respect to the following points:

- Nomination of a person responsible for Anti-Fraud
- Considerable internal communication efforts on anti-fraud, with the aim of increasing staff awareness: dedicated pages on anti-fraud set up on EASA intranet, articles published on anti-fraud in the Agency internal magazine, communication on the Agency website, systematic presentation of anti-fraud to newcomers
- Adoption of a whistleblowing procedure
- Adoption of a policy on "Information Security Classification"
- As part of the Quality section's review cycle, regular EASA processes' re-assessment now integrates fraud risks
- Established contact with the EC, OLAF and other Agencies regarding Anti-fraud
- Preparation of an e-learning training course to be delivered to all staff in 2016

Annex X: final annual accounts (k€)

	2015	2014
OPERATING REVENUE		
Fees and Charges	95.279	89.387
Contribution from EU entities	39.994	37.721
Recovery of expenses	1.316	923
Contribution from EFTA countries	1.103	1.036
TOTAL OPERATING REVENUE	**137.691**	**129.067**
OPERATING EXPENSES		
Staff expenses	(72.893)	(71.810)
Buildings and related expenses	(9.701)	(9.551)
Other expenses	(7.650)	(6.091)
Depreciation and write offs	(1.543)	(983)
Outsourcing and contracting activities	(31.692)	(32.059)
TOTAL OPERATING EXPENSES	**(123.478)**	**(120.494)**
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	**14.213**	**8.573**
NON OPERATING REVENUES(EXPENSES)		
Interests received from third parties	262	111
Interests & charges paid to third parties	(131)	(71)
SURPLUS/ (DEFICIT) FROM NON OPERATING ACTIVITIES	**131**	**40**
SURPLUS/ (DEFICIT) FROM ORDINARY ACTIVITIES	**14.344**	**8.613**
SURPLUS/ (DEFICIT) FROM EXTRAORDINARY ITEMS		
NET SURPLUS FOR THE PERIOD	**14.344**	**8.613**

Table 11: Final Annual accounts 2015/2014

Annex XI: EASA Management Board Members

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

The (Management) Board met three times in 2015.

Composition[5]

Members with voting rights	European Commission and European Member States (28)
Members without voting rights	Norway, Liechtenstein, Iceland, Switzerland
Observers	Albania, Bosnia and Herzegovina, FYROM, Montenegro, Serbia

Table 12: Composition of the (Management) Board in 2015

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

Chair of the Management Board	Deputy Chair of the Management Board
Mr Pekka Henttu (Finland)	Mr Piotr OŁOWSKI (Poland)

Table 13: Chair of the Management Board

The members of the Management Board are:

Country	Member
Austria	**Ms Silvia GEHRER** Bundesministerium für Verkehr, Innovation und Technologie
Belgium	**Ms Nathalie DEJACE** Deputy Directeur Général a.i. Service Public Fédéral Mobilité Et Transport Direction Générale Transport Aérien
Bulgaria	**Captain Mintcho TZVETKOV** Director General Civil Aviation Administration

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[5] EASA MB Members current as on December 2015. A detailed list of EASA MB Members is available on the EASA website http://www.easa.europa.eu/the-agency/management-board/members.

Croatia	**Mr Dan SIMONIĆ** Director General for Civil Aviation Electronic Communications and Postal Services Ministry of Maritime Affairs, Transport and Infrastructure
Cyprus	**Mr. Nicos NICOLAOU** Acting Director Department of Civil Aviation Ministry of Communications and Works
Czech Republic	**Mr Josef RADA** General Director Civil Aviation Authority of the Czech Republic
Denmark	**Mr Jesper RASMUSSEN** Deputy Director General Danish Transport and Construction Agency
Estonia	**Mr Kristjan TELVE** Director General Civil Aviation Administration
Finland	**Mr Pekka Henttu** Director General Civil Aviation, Finnish Transport Agency (TraFi)
France	**Mr Patrick CIPRIANI** Directeur de la sécurité de l'aviation civile (DGAC/DSAC)
Germany	**Mr Josef SCHILLER** Director Airworthiness, Operations, Licencing Bundesministerium für Verkehr, Bau und Stadtentwicklung

Greece	**Mr Konstantinos LINTZERAKOS**
	Governor of Hellenic CAA
Hungary	**Mr Zsolt BECSEY**
	Director General of Civil Aviation, Deputy State Secretary for Transport
	Ministry of National Development
Iceland	**Mr Páll S. PÁLSSON**
	Director of the Flight Division and
	Deputy Director General of Civil Aviation
	The Icelandic Transport Authority
Ireland	**Ms Monica WALLACE**
	Deputy Director General for Civil Aviation
	Department of Transport
Italy	**Dott. Alessio QUARANTA**
	Director General
	Ente Nazionale per l'Aviazione Civile (ENAC)
Latvia	**Mr Maris GORODCOVS**
	Director General of Civil Aviation
	Civil Aviation Agency,
	Ministry of Transport
Liechtenstein	**Mr Manfred BISCHOF**
	Head Department Civil Aviation
	Office of Building and Infrastructure
	Division Civil Aviation
Lithuania	**Mr Joris GINTILAS**
	Director of Civil Aviation Administration
Luxembourg	**Mr Pierre JAEGER**
	Directeur de l'Aviation Civile
	Direction de l'Aviation Civile

Malta	**Mr George BORG-MARKS**
	Director General for Civil Aviation
	Transport Malta
	Civil Aviation Directorate
The Netherlands	**Mr Rob HUYSER**
	Director and Acting Director General
	Directorate of Civil aviation
	Ministry of Infrastructure and Environment
Norway	**Mr Stein Erik NODELAND**
	Director General
	Civil Aviation Authority
Poland	**Mr Piotr OŁOWSKI**
	President
	Civil Aviation Authority
Portugal	**Mr Luís Miguel RIBEIRO**
	Chairman of the Board of Directors
	ANAC
Romania	**Mr Armand PETRESCU**
	Director General
	Romanian Civil Aeronautical Authority (RCAA)
Slovak Republic	**Mr Ján BREJA**
	Director
	Civil Aviation Authority
Slovenia	**Mr Alojz KRAPEZ**
	Head of Aviation Division
	Directorate of Civil Aviation
	Ministry of Infrastructure and Spatial Planning

Spain	**Ms Isabel MAESTRE** Director of AESA Agencia Estatal de Seguridad Aerea (AESA)
Sweden	**Ms Ingrid CHERFILS** Director Civil Aviation Department Swedish Transport Agency
Switzerland	**Mr Marcel ZUCKSCHWERDT** Director Aviation Policy & Strategy Division Department of the Environment, Transport, Energy and Communications
United Kingdom	**Mr Mark SWAN** Group Director Safety and Airspace Regulation Civil Aviation Authority
European Commission	**Mr. Henrik HOLOLEI** Director-General Directorate-General for Mobility and Transport

Table 14: Members of the Management Board

Annex XII: Visualisation of country dashboard for continuous monitoring

Figure 8: Sample Country Dashboard

An agency of the European Union
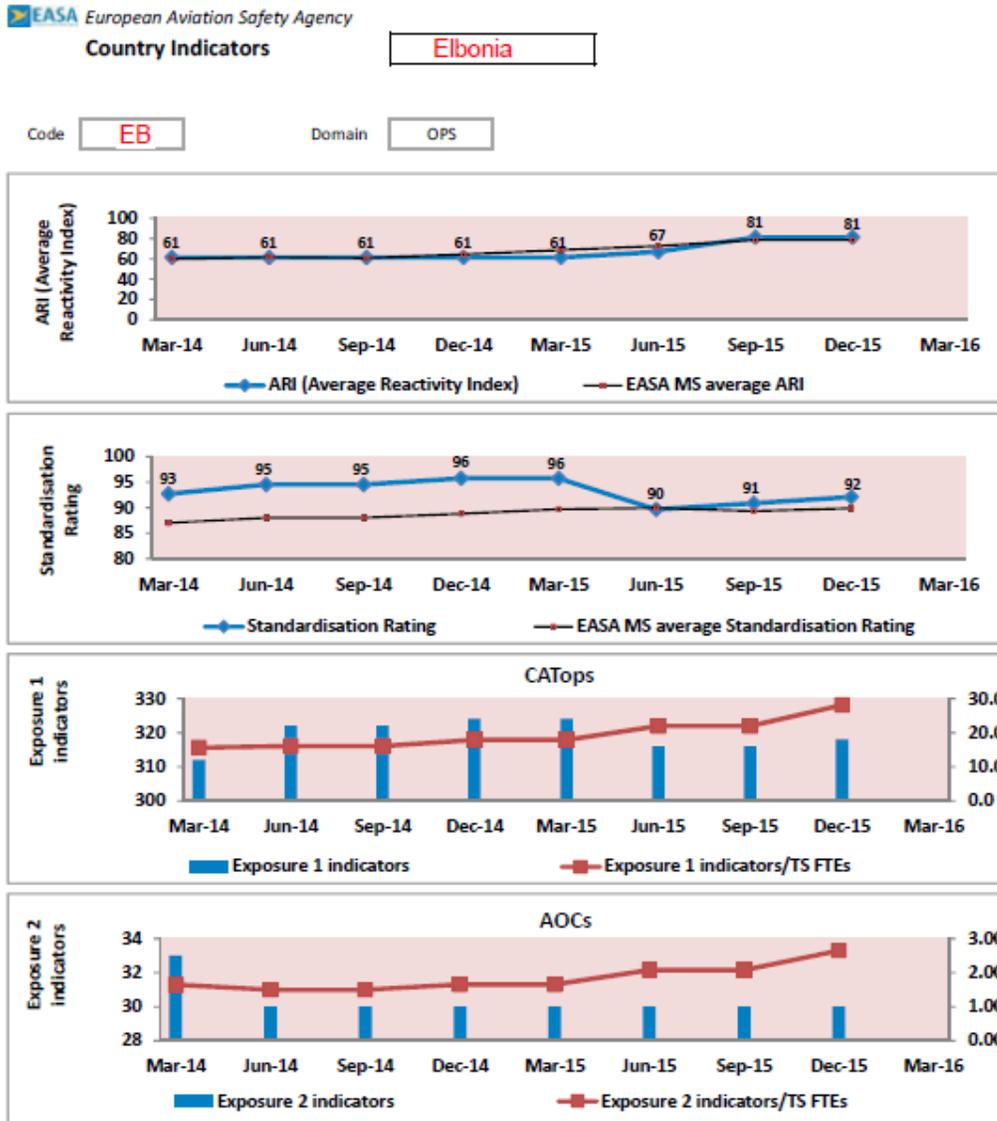
Figure 9: Sample Trend Analysis for a country

Annex XIII: List of Acronyms

Acronym	Explanation
(D)CAG	Domain Collaborative Analysis Groups
AD	Airworthiness Directives
AeMC	Aero-Medical Centres
AIR	Airworthiness
AMC	Acceptable Means of Compliance
ANAC	Agência Nacional de Aviação Civil
ANS	Air Navigation Services
AP	Alternative Procedure
ARA	Authority Requirements Aircrew
ASEAN	Association of South East Asian Nations
ATCO	Air Traffic Controller
ATM	Air Traffic Management
ATO	Approved Training Organisation - twice
BASA	Bilateral Aviation Safety Agreement
CA	Contract Agents
CAA	Civil Aviation Authority
CAAC	Civil Aviation Administration of China
CAEP	Committee on Aviation Environmental Protection
CAMO	continuing airworthiness management organisation
CMA	Continuous Monitoring Approach
CMR	Continuous Monitoring Reports
CRM	Crew Resource Management
CS	Certification Specifications
CSJU	Clean Sky Joint Undertaking
CSP	Certification Service Providers
CSV	Certification Support for Validation
DOA	Design Organisation Approval
EACCC	European Aviation Crisis Coordination Cell
EASA	European Aviation Safety Agency
EC	European Commission
ECA	European Court of Auditors
ECAST	European Commercial Aviation Safety Team
ECQB	European Central Question Bank
ED	Executive Director
EHEST	European Helicopter Safety Team
ENAC	École Nationale de l'Aviation Civile
EOFDM	European Operators Flight Data Monitoring Forum
EPAS	European Plan for Aviation Safety

ERC	EASA Research Committee
ESSI	European Strategic Safety Initiative
ETSOA	European Technical Standard Authorisation
EU	European Union
FAA	Federal Aviation Administration
FABS	Finance and Business Services Advisory Group
FCL	Flight Crew Licensing
FSTD	Flight Simulation Training Devices
GA	General Aviation
GM	Guidance Material
HR	Human Resources
IAC	Internal Audit Capability
IAS	Internal Audit Services
ICAO	International Civil Aviation Organisation
IFACI	Institut Français De L'audit Et Du Contrôle Internes
IFR	Instrument Flight Rules
IMC	instrumental meteorological conditions
ISO	International Standards Organization
JARUS	Joint Authorities for rulemaking of Unmanned Systems
JCAB	Japanese Civil Aviation Bureau
KPI	Key Performance Indicator
LOA	Letter of Acceptance
LoI	Letter of Involvement
LVP	Low Value Procedure
MAP	Multi-Annual Programming
MB	Management Board
MOA	Maintenance Organisation Approval
MRB	Maintenance Review Board
MTOA	maintenance training organisation approvals
NAA	National Aviation Authority
NoA	Network of Analysts
NPA	Note of Proposed Amendment
NSC	National Standardisation Coordinator
OPS	Air Operations
ORA	Organisation Requirements Aircrew
OSD	Operational Suitability Data
PANEP	Pan-European Partnership
PAR AG	Programming and Resources Advisory Group
PBN	Performance Based Navigation
PIA	Preliminary Impact Assessments
POA	Production Organisation Approval

RAG	Red Amber Green
RAT	risk analysis tool
RECAT	Re-categorisation
RITO	Ramp Inspection Training Organisation
RMP	Rule Making Programme
RMT	Rulemaking Task
RoI	Return on Investment
RPAS	Remotely Piloted Air System
SAAU	State Aviation Administration of Ukraine
SACA	Safety Assessment of Community Aircraft
SAFA	Safety Assessment of Foreign Aircraft
SARI	South Asia Regional Initiative
SARP	Standards and Recommended Practices
SIASA	Support to Improvement of Aviation Safety in Africa
SIB	Safety Information Bulletins
SNE	Seconded National Experts
SOFIA	EASA Safety Oversight Facilitated Integration Application
SPI	Safety Performance Indicatorsa
SRM	Safety Risk Management
SRP	Safety Risk Portfolios
STC	Supplemental Type Certificates
TAG	Thematic Advisory Group
TC	Type Certificate
TCDS	Type Certificate Data Sheets
TCDSN	Type Certificate Data Sheets for Noise
TCH	Type Certificate Holders
TCO	Third Country Operators
TIP	Technical Implementing Procedures
TRACECA	Transport Corridor Europe – Caucasus - Asia
TSO	Technical Standards Order
TSOA	Technical Standard Order Authorization for the FAA
WA	Working Arrangement
WP	Work Programme

Table 15: List of Acronyms found in the AAR 2015