

***European Aviation Safety Agency***

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## **Annex 1: 2008 Annual General Report**



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

# 2008 ANNUAL GENERAL REPORT

June 2009

## Foreword from the Executive Director

The European Aviation Safety Agency celebrated its 5th Anniversary in 2008. In only five years, the Agency has become the centrepiece of EU aviation safety policy, Europe's central regulatory and certification body for civil aviation. The speed of development from the Agency's embryonic beginning in Brussels to the globally recognized organization it represents today, with a workforce of nearly 500, has been breathtaking. Also, those sceptical of change have been proven wrong: The new European aviation safety system works, relying on its two main pillars, the Agency and the National Aviation Authorities operating hand-in-hand. This co-operation provides a sound foundation for further improvements as the Agency's responsibilities and workforce continue to grow.

European legislators reconfirmed their trust in the new system when they adopted the new Basic Regulation 216/2008 on 8 April last year, which extends the Agency's remit to the areas of air operations, pilot licensing and oversight of third country aircraft.

In preparation for the planned extension, the Agency strengthened its internal structure and procedures; the Enterprise Resources Planning project was launched in May and updated management standards were adopted by the Management Board in June as part of the Agency's integrated management system. An internal reorganization supported this process.

Reflecting the growing external dimension of the Agency, a Bilateral Aviation Safety Agreement was signed in June by the European Community and the United States, albeit not ratified.

On the industry side, a landmark was reached with the Single European Production Organization Approval issued to Airbus in July. The Single POA will help European industry to better exploit the global market and promote European safety standards world-wide.

This report provides a detailed account of these and the many other achievements of 2008, which, on the whole, has been a very successful year for the Agency.

Inevitably, however, 2008 was also marked by the outbreak of the global financial and economic crisis, which hit the aviation sector full-on. While in 2008 the Agency was not directly affected in terms of the revenues from fees and charges, the crisis nevertheless impacted on the Agency's relations with its partners in the aviation business. Economic uncertainty caused hesitation, in some case resistance, to the new safety rules developed by the Agency. EASA, in turn, may not have appreciated the severity of the challenges faced by industry when drafting its proposals. However, we remain fully committed to open and transparent regulation. We will listen carefully and we will make every effort to consult widely and communicate comprehensively.

The Agency's new responsibilities are designed to strengthen the European aviation sector, not to stifle it. And I am convinced we can work together with industry to emerge from the crisis both stronger and safer.

Patrick Goudou

Executive Director

## List of Acronyms

ACARE	Advisory Council for Aeronautics Research in Europe
AD	Airworthiness Directive
AIB	Accident Investigation Body
AIG	Accident Investigation and Prevention (ICAO)
AMOC	Alternative Means of Compliance
AR	Authority Requirements
BASA	Bilateral Air Safety Agreement
CAEP	Committee on Aviation Environmental Protection (ICAO)
CARDS	Community Assistance for Reconstruction, Development and Stabilisation
CAO	Continuing Airworthiness Organisation
CAST	European Commercial Aviation Safety Team
CAW	Continuing Airworthiness (or CA)
CC	Cabin Crew
CDCCL	Critical Design Configuration Control Limitations
CEN	European Committee for Standardization
CENELEC	European Committee for Electrotechnical Standardization
CIS	Community of Independent States
CMR	Certification Maintenance Requirements
COTS	Commercial-Of-The-Shelf
CRT	Comment Response Tool
DOA	Design Organisation Approval
DRC	Debt Recovery Committee (EASA)
EARPG	European Aviation Research Partnership Group
EASA	European Aviation Safety Agency
EC	European Commission
ECAA	European Common Aviation Area
ECAC	European Civil Aviation Conference
ECAST	European Commercial Aviation Safety Team
ECCAIRS	European Coordination Centre for Aviation Incident Reporting Systems
ECofA	Export Certificate of Airworthiness
EGAST	European General Aviation Safety Team
EHEST	European Helicopter Safety Team
EHSAT	European Helicopter Safety Analysis Team
EPSO	European Personnel Selection Office
ERP	Enterprise Resource Planning
ESSG	European SAFA Steering Expert Group
ESSI	European Safety Strategy Initiative
ETSI	European Telecommunications Standards Institute
ETSOA	European Technical Standard Order Authorisation
EUROCAE	European Organisation for Civil Aviation Equipment
FAL	Final Assembly Line
FCL	Flight Crew Licensing
FTE	Full-time Equivalent
FPRTD	Framework Programme for Research, Technological Development
GASR	Group of Aerodrome Safety Regulators

HOMP	Helicopter Operational Monitoring Programme
HR	Human Resources
IAC	Interstate Aviation Committee
IAW	Initial Airworthiness
ICAO	International Civil Aviation Organisation
IRC	Internal Research Committee (EASA)
IS	Information Services
ISASI	International Society for Air Safety Investigators
ISC	Internal Safety Committee
IT	Information Technology
JAA	Joint Aviation Authorities
JAR	Joint Aviation Requirement
JOEB	Joint Operations Evaluation Board
MEP	Member of European Parliament
MIST	Maintenance International Standardisation Team
MMEL	Master Minimum Equipment List
MOA	Maintenance Organisation Approval
MRB	Maintenance Review Board
MTOA	Maintenance Training Organisation Approval
NAA	National Aviation Authority
NLR	National Aerospace Laboratory
NPA	Notice of Proposed Amendment (EASA)
NSA	National Supervisory Authorities
NTSB	National Transportation Safety Board (USA)
OEB	Operational Evaluation Board
OPS	Air Operations
OR	Operator Requirements
PDB	Preliminary Draft Budget
POA	Production Organisation Approval
PtF	Permit to Fly
RAeS	Royal Aeronautical Society
RTC	Restricted Type Certificate
SAE	Society of Automotive Engineers
SAFA	Safety Assessment of Foreign Aircraft
SESAR	Single European Sky ATM Research
SISG	Safety Indicator Study Group
SOC	System-On-Chip
SPP	Staff Policy Plan
SMS	Safety Management System
STC	Supplemental Type Certificate
STD	Synthetic Training Device
TAC	Technical Advise Contracts
TC	Type Certificate
UAE	United Arab Emirates
UAV	Unmanned Air / Aerial Vehicle
USOAP	Universal Safety Oversight Audit Programme (ICAO)

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## Introduction

The present document is the Annual General Report of the Agency for the year 2008, established according to the requirements defined in Article 57 of Regulation (EC) No 216/2008.

In 2008, the Agency continued to foster its role as the centrepiece of the European Union's strategy for aviation safety. This included enhancing its processes, tools and work procedures with the view of gaining efficiency in dealing with the Agency's current scope and in order to fully reflect the needs of the Agency's stakeholders.

In addition, the Agency focused on work associated with the further extension of its competences. With the entering into force of the new Basic Regulation (EC) No 216/2008 on 08 April 2008, the Agency's competences were extended to the fields of air operations, pilot licensing and the oversight of third country aircraft. This led to a significant increase in workload and associated budgetary and resource requirements. Moreover, in anticipation of the further competence extension to safety of aerodromes, air traffic management (ATM) and air navigation services (ANS), the Agency not only intensified its planning activity but also issued the Opinion on the regulation of ATM / ANS in order to assist the European Commission to issue its legislative proposal for the said extension.

In 2008, the following tasks of the Agency have been added:

- ✦ conclusion of Technical Advise Contracts (TAC);
- ✦ issuance of Export Certificates of Airworthiness (ECofAs) for aircraft exported to foreign states outside the European system;
- ✦ support to the European Commission in handling EU-OPS changes and exemptions, in particular as regards flight-time limitation schemes.

Further details regarding the work performed by the Agency and the use of associated resources are provided in the report on the corresponding activities.

As requested by Article 57 of Regulation (EC) No 216/2008, the present report, which is structured according to the Agency's core activities, describes the way in which the Agency has implemented the 2008 Work Programme, be it for existing or new tasks.

As highlighted by dedicated tables related to each activity, almost all objectives defined in the 2008 Work Programme were met at the end of 2008. In cases where objectives have not been reached in 2008, reasons for the delay have generally been provided.

Finally, the Agency performed in 2008 an annual risk assessment exercise, which led to a list of critical risks for the Agency. These critical risks have been concisely evaluated, and the way they have been mitigated is explained in the last part of the present report.

## The Agency

### *The Agency's vision*

***Ever safer and cleaner civil aviation for Europe.***

### *The Agency's mission*

***To foster and provide efficiently for the highest common standard of civil aviation safety and environmental protection in Europe and worldwide.***

### *The Agency's activities*

The Agency has defined 9 core activities which cover its main functions as the centrepiece of the European Union's strategy for aviation safety:

**Product certification** comprises airworthiness but also environmental certification of aeronautical products, as well as the related safety oversight of those products during their entire lifecycle.

**Organisation approval** consists in approving design organisations wherever located and organisations responsible for production, maintenance, maintenance training and continued airworthiness management located outside the territory of the Member States. It also comprises the approving of production organisations located in the territory of one or more Member State(s) if requested by the Member State(s) (e.g. Airbus Single POA). Following the initial approval, this activity ensures the continuous compliance of approved organisations by performing appropriate oversight.

**Standardisation** consists for the Agency in assessing compliance with the requirements of the Agency's Basic Regulation (EC) No 216/2008 and its Implementing Rules (IRs), through inspections of NAAs. These standardisation inspections may also include inspections of undertakings or associations of undertakings under the oversight of the inspected NAA.

**Rulemaking** covers the production on the one hand of Agency opinions, which are recommendations to the European Commission for extending or changing the legislative framework, and on the other hand material (including Airworthiness Codes, Acceptable Means of Compliance and Guidance Material) aimed at facilitating the implementation and understanding of the applicable legislation.

**International cooperation** consists in establishing working arrangements with foreign NAAs or assisting the European Commission in the negotiation of Bilateral Air Safety Agreements (BASAs) in order to facilitate the free movement of European products and services worldwide. It also consists of assisting less-developed countries in improving their regulatory and oversight capabilities.

**Safety analysis** consists in acquiring and analysing data in order to provide the necessary information to improve safety performance of the whole aviation system. The work includes conducting studies and the provision of reports, the follow-up of accident investigations, promotion of safety initiatives as well as the set-up, use and dissemination of information stemming from technical functions (e.g. service defect reporting, statistics, human factors policy, operational flight data analysis, safety management system, foresight and safety promotion).

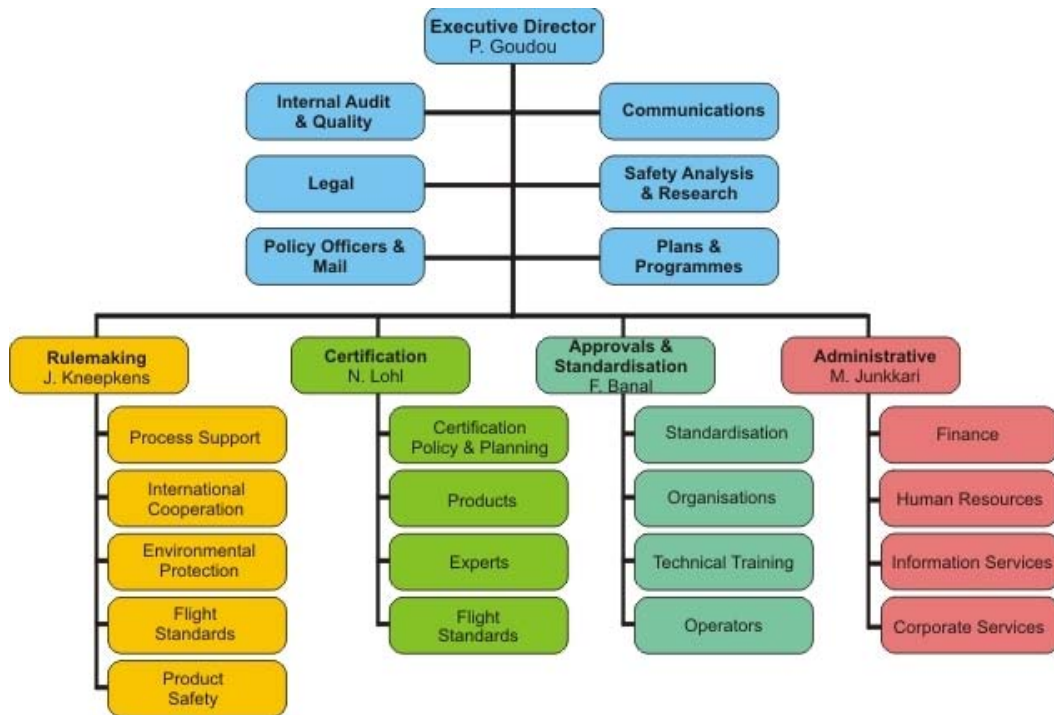
**Research** consists in launching and managing studies on selected safety issues or to support Rulemaking tasks. Basically, these tasks consist of developing and financing research projects (as far as they are in the field of the Agency's competence), coordination of these research projects with those of the European Commission and the Member States as well as the dissemination of results of this research. Agency involvement in research, technological development projects sponsored by e.g. the European Commission, industry, etc. is also covered by this activity.

**SAFA** covers the Agency's obligations related to the Community SAFA (Safety Assessment of Foreign Aircraft) programme. This coordination function comprises maintaining the database of reports from SAFA ramp inspections, providing analysis and reports on the collected data, fostering the organisation and implementation of training courses, providing proposals for manuals and procedures as well as carrying out the standardisation of SAFA activity.

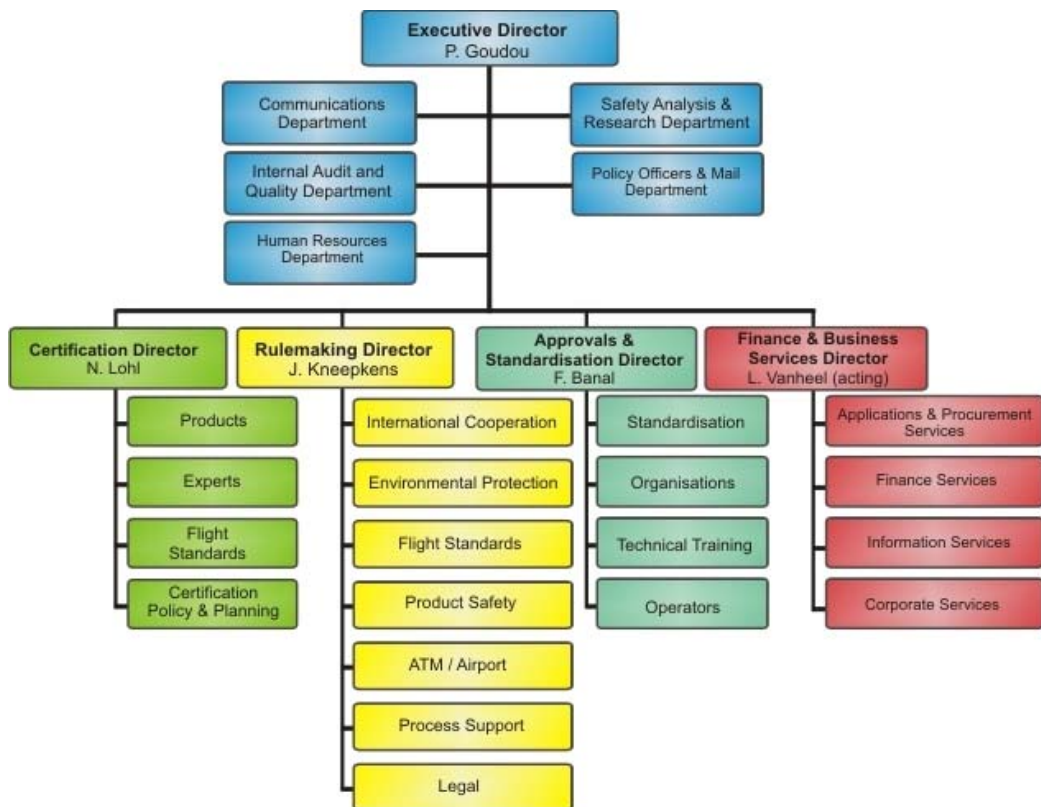
**Support Activities** encompass the general management and administration of the Agency. This includes the overall organisation (management, support planning activities, general coordination between the Directorates), communication support, legal advice, audit and quality support. Furthermore, administrative and IS support (finance, HR management, procurement and registry of appeals, corporate services and information services) and operational support (application management, safety investigation, accreditation, technical training, research, NAA contracts) are covered by the activities.

## The Agency's Organisation Structure

### Organisational Structure 2008



### Organisational Structure as of 2009 (following MB Decision 18-2008)



## Activities of the Agency

### *1. Product certification*

#### General remarks

With the entry into force of the new Basic Regulation (EC) No 216/2008 on 8 April 2008, the scope of the Certification Directorate's responsibilities has been widened accordingly. This comprises:

- ✦ new activities (e.g. certification of Foreign Flight Simulation Training Devices);
- ✦ activities previously performed by the Flight Standards Department on behalf of the JAA (e.g. Operational Evaluation Board-related activities).

From an organisational point of view, the new activities will be executed by the Flight Standards Department once the related Implementing Rules will have entered into force. However, in 2008 the preparatory work already started.

With regard to the recruitment of new staff, the Certification Directorate was very successful in meeting its target. As of 31 December 2008, 145 temporary agent posts were occupied out of 149 authorised in the Agency's Establishment Plan. In addition, the trend towards more internalisation of work has been continued in 2008 and resulted in 63%, slightly exceeding the target (62%) set for 2008.

In order to open additional access to certification experts for NAAs performing Annex II activities, the "Pool of Experts" (PoE) database was established in close cooperation with the Plans & Programmes Department of the Executive Directorate. However, no request for expertise from the PoE was made by the Agency in 2008.

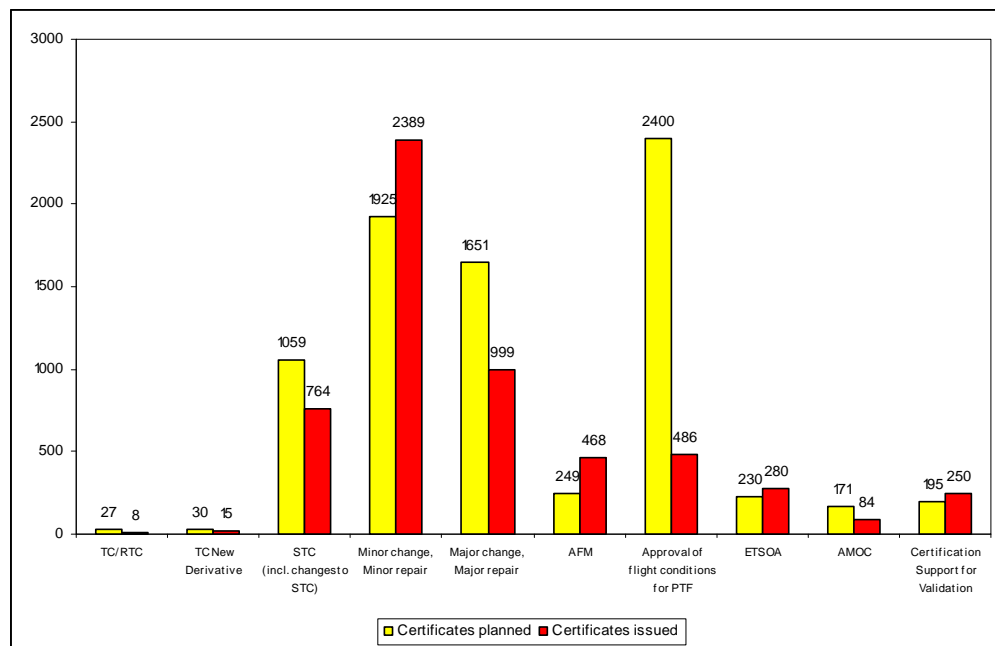
In addition, it is worth mentioning, that all product certification activities were fully funded through the Fees & Charges Regulation.

#### **Airworthiness and environmental certification of aeronautical products, parts & appliances**

The number of applications received in 2008 (7283) exceeded the Agency's expectations (6700).

In 2008, 5743 certificates and approvals were issued, including the type certification of Tupolev TU 204-120CE (the first EASA approval for a transport aircraft designed by an organisation from the Community of Independent States), Eclipse EA500 and Beriev BE-103. The significant gap between the number of certificates issued and planned (7937) mainly resulted from an overestimation of expected Permit to Fly (PtF) approvals. The overestimation was due to the lack of past experience to be made use of in the initial planning process. In the future, the estimations will be adapted accordingly.

The following chart details the number of certificates planned and issued in 2008:



It can be expected that the number of minor change and minor repair approvals will further decrease over the next years in line with the increasing number of approved design organisations. In addition, it can be expected that less applications will be filed by non-EU organisation due to automatic recognition provisions as foreseen in Bilateral Agreements.

As a new element, the Agency concluded for the first time “Technical Advice Contracts” (TACs), upon request from the industry. TACs serve the purpose of pre-application consultation and advice on certification methods of new technologies. In 2008, 4 TACs were signed.

During the year no significant applications for large transport aircraft were received, but for a number of new developments especially in the area of General Aviation, Rotorcraft and Engines (e.g. Diamond DA 50, Viking DHC-6 400 series, Bell 429 Helicopter, Rolls-Royce Trent XWB Series engines, Helix Propeller H50).

As far as ongoing projects are concerned, some major applications were being dealt with by the Certification Directorate (Falcon 2000 LX, Boeing 787, Airbus A350, Airbus A400M, Learjet LJ-200, Embraer ERJ 190-100ECJ, B777F Freighter, Eurocopter EC 175).

The performance indicator of the product certification activity can be summarised as follows:

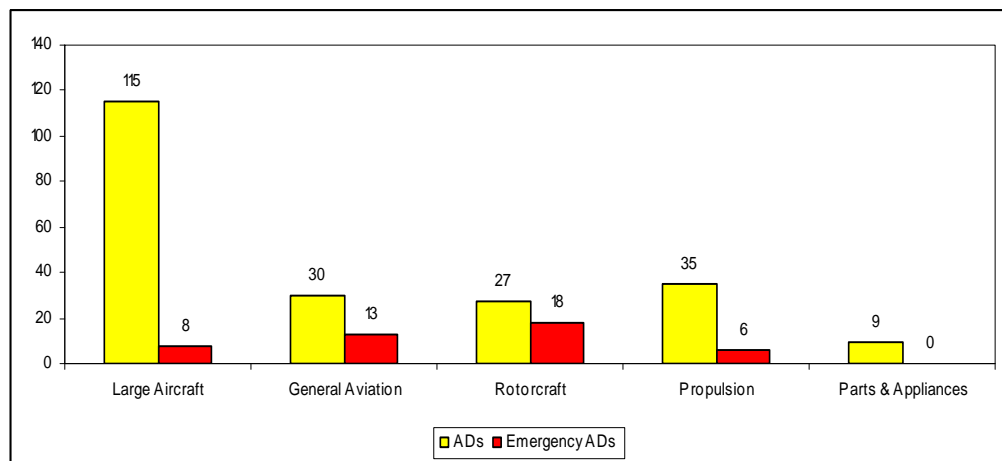
Nr.	Activity	Hours planned (h)	Hours performed (h)	Indicator (%)
1.	Airworthiness & Environmental certification	109.166	122.681	112%

## Product Safety Oversight

The Continuing Airworthiness during the entire lifecycle of approved products, parts & appliances is considered as one of the core elements for the achievement of the Agency's safety objectives, which allows being proactive and taking appropriate measures before potential safety risks develop into serious events. The Agency's related work is not driven by applicants' demand but is entirely associated to the Agency's safety objectives. Its extent and related costs are laid down by management decisions.

Due to its limited resources on the one hand and urgencies in the handling of new applications on the other hand, only 72% of the planned Continuing Airworthiness work could be performed. However, the incomplete information received from NAAs concerning the amount of work actually performed for continuing airworthiness led to some uncertainty with regard to their involvement level in this activity.

As one key outcome of the above activity, the Agency mandated corrective actions (Airworthiness Directives, ADs), namely 216 ADs and 45 Emergency ADs as per the following breakdown:



In addition, various long term actions were performed, such as in context of the "A380 Airworthiness Network of Communication", a permanent link was established with the General Civil Aviation Authority of the United Arab Emirates (UAE), the Civil Aviation Safety Authority of Australia and the Civil Aviation Authority of Singapore. A so called "Lessons-learned" meeting took place with the Norwegian, Danish and Swedish Civil Aviation Authorities concerning the landing gear problems of Bombardier Q400 (Dash 8). Moreover, the Directorate was involved in the investigations of the Boeing 777 accident in London early 2008 and the Spanair MD-82 accident in August 2008.

The result of the Continuing Airworthiness activities in 2008 can be displayed as follows:

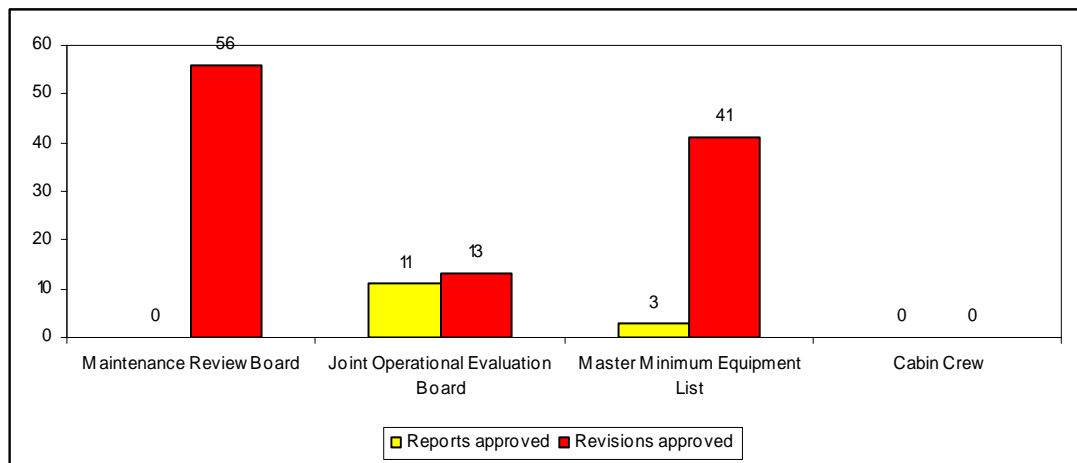
Nr.	Activity	Hours planned (h)	Hours performed (h)	Indicator (%)
1.	Continuing Airworthiness of Type Design	47.630	34.205	72%

## Operations related certification tasks

### Flight Standards activities

These activities comprise, inter alia, the Maintenance Review Board (MRB) process, the Joint Operational Evaluation Board (JOEB) activity, which includes the approval of the Master Minimum Equipment List (MMEL) and the Cabin Crew (CC) activities. In 2008, the preparation of the implementation of new remits (recruitment of staff, drafting procedures, etc.) was one of the major tasks for the Flight Standards Department.

The volume of related activities performed in 2008 is presented in the following chart:



### Expertise provided to other activities

The Certification Directorate was actively involved in supporting accreditation inspection visits to NAAs and various rulemaking tasks, e.g. reviewing and commenting draft NPAs on the first extension of the Agency's remits, drafting a concept paper for better regulation in General Aviation and for sub-orbital aeroplanes as well as organising the FAA-EASA Seminar on Fuel Tank Flammability Reduction.

In addition, assistance was provided in the field of international cooperation to the preparation of the agreement between the United States of America and the European Community on cooperation in the regulation of civil aviation safety, with regard to Technical Implementing Rules of the EU-Canada bilateral agreement as well as support to several DOA audits.

The table shows the result of these activities in 2008:

Nr.	Activity	Hours planned (h)	Hours performed (h)	Indicator (%)
1.	Accreditation	587	671	114%
2.	Design Organisation Approval	7.075	3.814	54%
3.	Rulemaking (incl. international cooperation)	8.042	6.238	78%

## Other developments

During the course of 2008, the Certification Directorate further developed its working methods based on the recommendations of the 2<sup>nd</sup> ICAO audit that took place in April 2008.

The working procedures were improved as well, by having issued the revised Airworthiness Directive Policy underlying the distribution of responsibilities between the Agency and the Member States as well as the Continuing Airworthiness Procedure.

The Directorate further strengthened its relationship with NAAs and stakeholders by having organised the 2<sup>nd</sup> "Airworthiness Directives – The European System" Workshop, the 2<sup>nd</sup> Rotorcraft Symposium and the 5<sup>th</sup> ETSOA Workshop.

Finally, in order to monitor the customer satisfaction of product certification activities, the Directorate set a quality objective on this issue.

Product Certification Objectives 2008	Indicator / Target	Comments	Partly Met	Met	Exceeded
Ensure high level of safety	Perform all certification and oversight tasks with the planned level of technical involvement	For Initial Airworthiness activities (IAW), the performance exceeded the planning (112%). On the other hand, only 72% of the planning for Continuing Airworthiness activities (CAW) could be fulfilled.	X		
Contribute to the overall mission of the Agency	Perform all support tasks in accordance with the business plan	Having regard to the involvement in Accreditation activities, the plan was exceeded (114%), however in case of audits of DOAs (54%) and Rulemaking activities (78%) the performance was below the expectation.  The level of expected involvement is to be revised in 2009.	X		
Establish a single product certification culture in Europe acknowledged by international partners and ICAO	Perform 60% of certification and oversight tasks with own staff	Overall, this objective was met in 2008, as 63% out of the total hours for certification and oversight tasks were performed with own staff.		X	

## 2. Organisation approvals

### General remarks

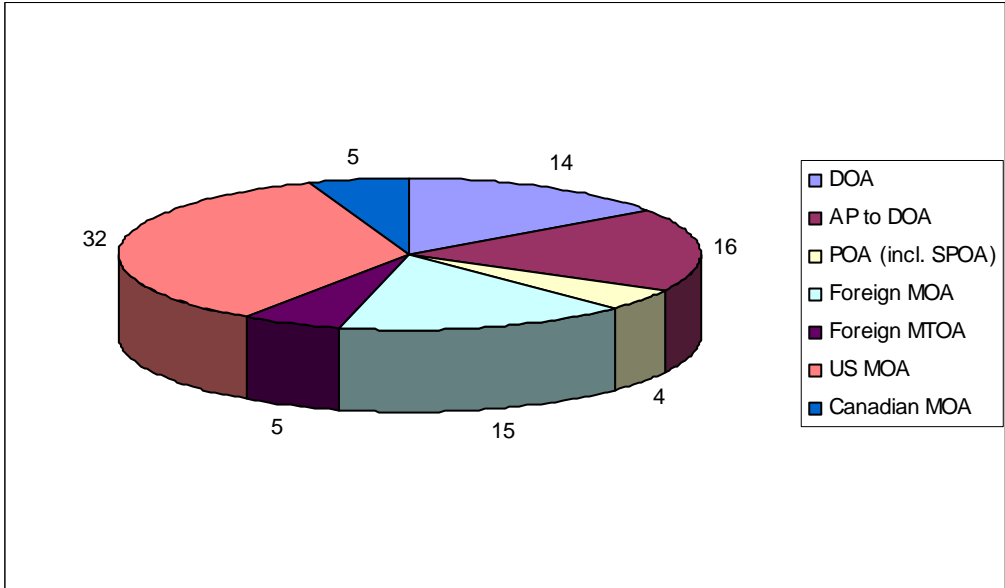
The Organisation Approvals activity, with regards to the initial scope of the Agency, has reached a consistently mature level both in terms of activity and of methodologies.

As regards the POA activity, 2008 was marked by a great achievement, with the issuing of the Single European POA to Airbus on 21 July. With production facilities growing in China, the activity of the section has increased in this direction. It is expected to grow in the future also with respect to Russia.

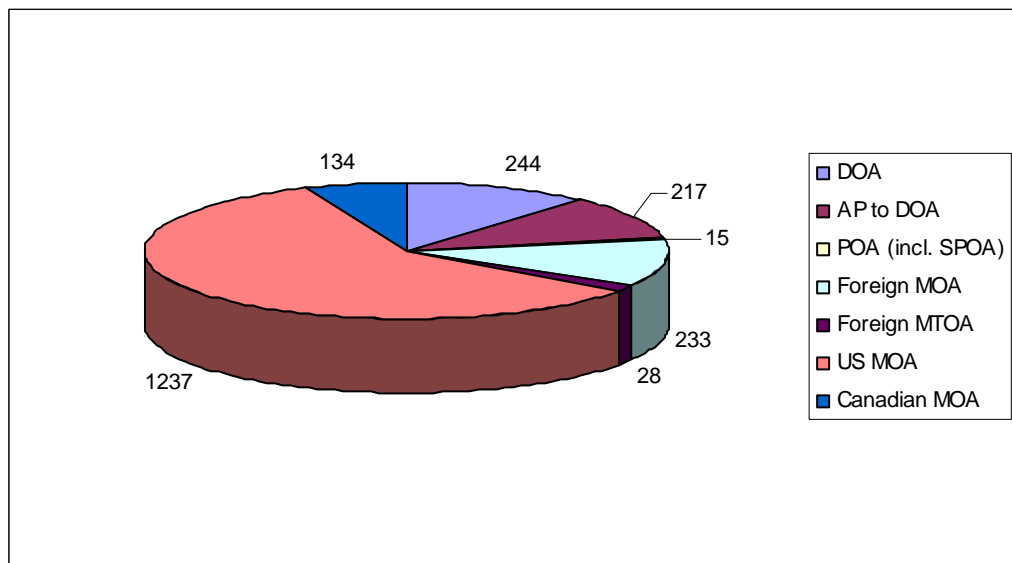
The activity figures have remained rather stable in the Part-145 and Part-147 fields, although mergers of organisations and the high travel costs have caused a few cancellations.

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

#### Newly approved organisations in 2008



### Approved organisations on 31/12/2008



### Design Organisation Approval concept

Following the implementation of Commission Regulation (EC) No 375/2007 on Permits to Fly (PtF), several DOA holders have applied for an extension of their privileges, to include the approval of flight conditions and issuance of a permit. 24 organisations have already obtained privileges and, in particular, Airbus now has the full range of privileges.

In the context of internalisation of activities, 24 additional organisations were transferred to Agency Team Leaders in 2008, including 20 approved organisations and 4 cases under investigations. The plan for 2008 was respectively 22 and 0.

On 31 December 2008, 244 DOA in total were issued, of which 170 have been internalised by the Agency. 74 remain in the hands of the NAAs. On 31 December, 72 organisations were under initial assessment.

### Maintenance / Continuing Airworthiness Organisation Approvals

In the field of Maintenance / Continuing Airworthiness organisation approvals, the Agency is in the majority of cases outsourcing the technical investigations as well as the continuing surveillance of the organisations to Members States' NAAs. Currently 10 NAAs have been accredited for those tasks. The in-house experts cover a limited number of the approvals directly in order to maintain and develop expertise to be able to manage effectively the activity performed by the NAAs.

In addition to initial approvals and continued surveillance on foreign approvals, the MOA Section has been working together with the Agency's Rulemaking Directorate on rule interpretation and guidance material for applicants in the field of EASA Part 145, 147 and especially EASA Part M sub part G approvals. The CAO team worked also to prepare a smooth transition from the existing Bilaterals to the new EU-US Bilateral / EU-TCCA Agreements.

## **Production Organisation Approvals**

On specific request from the EU member States France, Germany, Spain and the United Kingdom, the Agency has delivered to Airbus on 21 July 2008 the first European Single Production Organisation Approval (SPOA) certificate, which replaces the previous national POAs issued by the French, German, Spanish and UK NAAs. This certificate is the result of a lengthy assessment process, performed by a team composed of both Agency staff and experts from the NAAs listed above. Such mixed teams will continue their work together and perform inspections in the future. Indeed, following the issuance of the SPOA to Airbus, the ongoing surveillance process has been initiated under the Agency's POA section team leadership together with inspector staff seconded by the French, German, Spanish and the United Kingdom NAAs to the SPOA project.

First preparations and investigations on the extension of the Airbus SPOA with the new Final Assembly Line (FAL) in Tianjin, China have been started.

By issuing the SPOA, the Agency on behalf of the above mentioned EU Member States, is also acting as State of Manufacture for aircraft manufactured by Airbus. In consequence of that, from July 2008 onwards the Agency also started to issue Export Certificates of Airworthiness (ECofAs) for aircraft exported to foreign states outside the European system.

The procedure for the issuance of EASA ECofAs of new Airbus aircraft has been implemented with intensive support from DGAC France, LBA Germany and the Agency's Plans and Programmes Department.

The contacts with the Chinese Authority on production facilities in China of two EASA POA holders and the Airbus FAL in China have been strengthened. In addition, the procedure for the issuance of EASA Export Certificates of Airworthiness (E-CofA) for aircraft manufactured in China by an early 2008 approved EASA POA holder has been implemented. Unlike in Europe and in close co-operation with the Agency's International Cooperation Department, additional aspects associated with the production of complete aircraft in foreign states, like the Permit to Fly, needed to be agreed and arranged with the responsible aviation authority.

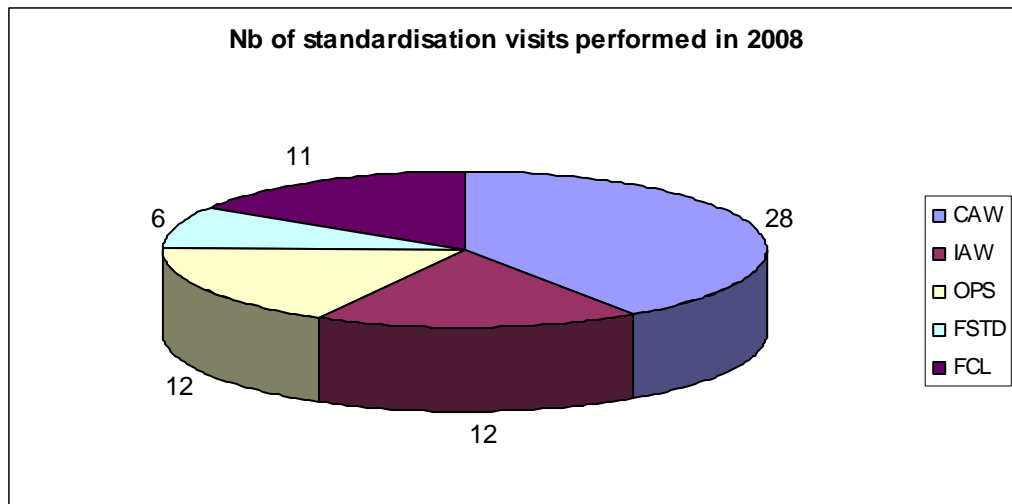
Organisation approvals Objectives 2008	Indicator / Target	Comments	Partly met	Met	Exceeded
DOA internalisation	Internalise activities when cost-efficient	According to plan, plus Norwegian cases, following CAA Norway decision to limit support.			X
Surveillance of MOA/MTOA	Survey the necessary number of MOA/MTOA and fully implement, together with Standardisation the expected, bilateral agreements	According to plan, preparation of the Implementation of the Bilateral Agreements finalised, but final action is outside the remit of the section.		X	
Surveillance of the Airbus single POA	Implement the surveillance activity by efficiently implementing the contracts with the NAAs	Implemented and operational.		X	

### 3. Standardisation

#### Resources and working methods

The Agency took over already on 1 January 2007 - according to the FUJA report - the coordination of the related standardisation inspections to be performed on behalf of the JAA in OPS, STD and FCL. The extension of the Agency's remit in early 2008 has confirmed the status quo. The Standardisation Department has therefore started to recruit the 15 team leaders to support this activity, in the field of Air operations (OPS), Flight Crew Licensing (FCL/FCL-Medical) and Flight simulators (FSTD).

The annual standardisation review report for 2008 includes all activities conducted within the EU framework or on behalf of the JAA and was produced on time before the 31 March 2009 deadline.



#### Standardisation process in the fields of Airworthiness

Although the continued surveillance was still based on a two year periodicity, the scope of the visits for larger countries has been split up in order to allow more intensive inspections.

In a few critical cases, visits on the same scope were repeated after one year. Standardisation inspections in the Initial and Continuing Airworthiness fields continue to be managed by an Agency team leader and staffed as much as possible by inspectors seconded by the NAAs and only where necessary by Agency team members. These standardisation inspections may include inspections of undertakings or associations of undertakings under the oversight of the inspected NAA.

The standardisation visits in Initial and Continuing Airworthiness have been carried out according to the planning in the following countries (\* carried out on behalf of the JAA):

**Continuing Airworthiness:** Belgium, Cyprus, Poland (Follow-up Part-66/Part-147), Germany (Part-66/Part-147), Greece, Denmark, Hungary, The Netherlands, Lithuania, Poland, Bulgaria (Follow-up), Spain, Estonia, Germany (Part-M/Part-145), Italy, Czech

Republic, Malta, United Kingdom, Austria, Hungary, Ireland, Norway, Germany (NRW Follow-up), Poland (Part-66/Part-147), Poland (ad-hoc), Republic of Serbia\*, France and Slovenia.

**Initial Airworthiness:** Hungary, Belgium, Romania, Slovak Republic, United Kingdom, France, Slovenia, Austria, The Netherlands, Italy, Luxembourg, Slovenia (Follow-up visit). Spain was planned for 2008 but requested for postponement to 2009, which was accepted by EASA.

**Standardisation Team visits in the USA and Canada (MIST):** Regions Detroit, Kansas City, Portland, Denver, Farmingdale and Scottsdale.

## **Coordination of the standardisation process in Air Operations and Flight Crew Licensing**

The following standardisation visits were carried out on behalf of the JAA:

**Air Operations:** Cyprus, Luxembourg (2 visits), Lithuania, Hungary, Croatia, Slovenia, Estonia, Switzerland, Sweden, Malta and Austria.

**Synthetic Training Devices (Simulators):** Luxembourg, Ireland, Switzerland, Czech Republic, Portugal and Austria.

**Flight Crew Licensing and Medical:** Germany, Cyprus, France, Switzerland, Portugal, Sweden, Moldova, Romania, Denmark, Italy and Malta.

**Ad-hoc inspections on request of the Commission:** Poland (already quoted in CAW).

## **Assessment of third country safety oversight**

The Standardisation Department carried out all the visits requested by the International Cooperation Department in the context of the working arrangements (Ukraine, Australia-New-Zealand and Israel).

## **Accreditation process for allocation of certification tasks**

As regards the accreditation process, the following visits were performed:

**Stand-alone accreditation audits (including Part 21 J):** Austria (twice), Spain, Finland, Luxembourg, Switzerland, Italy, France.

**Combined accreditation audits on CAW (Part 145 and/or Part 147):** Germany (twice), France, Denmark, Spain, Austria, United Kingdom, Ireland.

**Combined accreditation audits on IAW Part 21 G:** Romania, United Kingdom, Austria, Netherlands, and Italy.

In addition, the main output was the complete revision of the accreditation process and procedure.

During 2008 the accreditation process was completely reviewed in accordance with the experience of 2 years of audits, to reflect the effective accreditation activity and to satisfy the recommendations raised during the Internal Quality Audit (QA-02-2007) performed in January 2008.

The Accreditation Procedure (S.P003) and the Accreditation Audit Working Instruction (S.I003) have been reviewed and reissued. Furthermore, several new forms and templates have been prepared to complete the process.

<b>Standardisation Objectives 2008</b>	<b>Indicator / Target</b>	<b>Comments</b>	<b>Partly met</b>	<b>Met</b>	<b>Exceeded</b>
Standardisation visits	Complete the agreed number of visits as per the approved annual plan			X	

## **4. Rulemaking**

### **General remarks**

Rulemaking is the process of developing and improving legislation, standards and best practices to continuously improve aviation safety and environmental sustainability. This entails the actual production of rules but also the related support to the rules implementation, monitoring and contribution to ICAO activities, external relations to promote and facilitate the implementation of the Community rules.

The related outputs are described in the 4-year rulemaking programme 2009-2012. The Agency could undertake work in areas other than those mentioned in the proposed rulemaking programme, depending on the importance of the subject - conditional on the necessary resources being available.

### **Implementation of the 2008 Rulemaking Programme**

The 2008 Rulemaking Programme was revised by the Agency to match the available resources and the legislative processes. At the Management Board meeting in September 2008 it was agreed that the Rulemaking Directorate should produce 16 final deliverables by the end of 2008 instead of the envisaged 41. By the end of the year Rulemaking did meet the target of 16 final deliverables and therefore completed for the first time 100% of its Rulemaking Programme.

As part of its planned rulemaking activities, the Agency delivered the following final rulemakings in 2008:

- ✦ Opinion on the extension of the EASA system to the regulation of Air Traffic Management and Air Navigation Services (ATM/ANS);
- ✦ Opinion on revised Part-M requirements for aircraft not used in Commercial Air Transport and Pilot-owner maintenance;
- ✦ Decision amending CS-25 and AMC-20 to introduce Certification Specifications and Acceptable Means of Compliance for electrical wiring;
- ✦ Opinion on Part-M and Part-66 for new training requirements for maintenance personnel related to electrical wiring interconnection systems;
- ✦ Opinion for amending the Basic Regulation related to CAEP/7 Implementation;
- ✦ Opinion for amending Part-66 and Part-147 to reflect the issue of "Time limit for demonstrating compliance with knowledge and experience requirements";
- ✦ Opinion for amending Part-21, Part-M and Part-145 "Authorised Release Certificates EASA Form 1".

Amending Decisions were issued also in the field of CS-22, CS-27, CS-29, CS-VLR, CS-ETSO and AMC to Part 66.

The main focus in 2008 was the development of the draft implementing rules in the field of Flight Crew Licensing (FCL), Air Operations of Community Operators and Third Country Operators, Authority Requirements (AR) and Organisations Requirements (OR).

The NPAs on FCL and AR/OR were open for public consultation in the second half of 2008 and the rest are to be published in early 2009.

As regards ATM/ANS the Agency Opinion on the extension was published on 17 April 2008. This allowed the European Commission to issue its legislative proposal on the extension of the EASA system to cover aerodromes and ATM/ANS in June 2008.

In the field of Environmental Protection, the NPA on Essential Requirements for Environmental Protection was published on 30 May 2008 and it was open for comments until 15 November 2008.

A list with the Agency's decisions, opinions and NPAs in 2008 is attached in **Annex 1**.

## **Preparation of the 4-year Rulemaking Programme**

Subsequent to the evaluation in accordance with Article 51 of Regulation (EC) 1592/2002, the Agency's Management Board adopted in September 2008, a recommendation to the Agency to draw up a prioritised 3-year Rulemaking Programme consistent with available resources and coordinated with the European Commission, AGNA and SSCC. Much effort was put in the development of a 4-year Rulemaking Programme covering the period 2009–2012. The time span was extended with one year in order to encompass the tasks related to the 2<sup>nd</sup> extension of the Agency's remit.

The 4-year programme was presented during the thematic meetings of the Advisory Group of National Authorities (AGNA) and the Safety Standards Consultative Committee (SSCC). Additionally, it was shared with the European Commission, as recommended by the Management Board. The document's contents and structure were well accepted by all consulted parties.

## **Consultation and cooperation with stakeholders**

In addition, a sequence of central and regional workshops were organised with stakeholders and NAAs to obtain feed-back on EASA rules. Some highlights include the workshops on Safety Management Systems, Unmanned Aerial Vehicles (UAVs), Changes to Part M, Flight Crew Licensing, Authority and Organisations Requirements and Air Operations in Cologne and other European cities.

The Agency intensified contacts with all parties to present and explain its NPAs on Implementing Rules of the extended Basic Regulation.

Regular discussions were held with representative bodies on various topics, and the Agency provided expert speakers at conferences, briefings and meetings where subjects of importance affecting its activities were discussed.

The Agency has continued its cooperation with standardisation bodies such as EUROCAE, SAE, CEN, CENELEC and ETSI.

In addition, the Agency continued its close cooperation with EUROCONTROL. In this context, the Agency organised a high-level seminar; "Working together for safety in the Single European Sky" and based on its' conclusions launched with EUROCONTROL a process to develop a Roadmap on the partnership between two organisations.

## Other activities

With the entry into force of EU-OPS on 16 July 2008, support to the European Commission in handling exemptions, in particular as regards flight-time limitation schemes, constituted a new task in addition to the regular flow of Article 14 of Regulation (EC) No 216/2008 exemptions for Initial and Continuing Airworthiness. Work in handling Article 14 exemptions continued in 2008.

The Agency also supported extensively the EU institutions, notably the European Commission, in the co-decision process of the so called Single European Sky II package, including the legal proposal to extend the EASA Basic Regulation to cover aerodromes, air traffic management and air navigation services. Based on the significant progress in the co-decision process, the Agency launched informal preparatory work for implementation measures in these domains in co-operation with some central stakeholders, in particular Group of Aerodrome Safety Regulators (GASR) in the area of aerodromes as well as National Supervisory Authorities (NSAs), Air Navigation Service Providers and social partners in the area of ATM/ANS.

The Agency also took a more active role in ICAO work by participating in the related panels to provide for a better link between such work and its own rulemaking activities (e.g. sub-group of the airworthiness panel on Halons, special task force on operation at long distance from aerodromes, UAS study group and several panels related to aerodrome design and operations).

Furthermore, the management of the rulemaking programmes entailed the support to rulemaking groups and of the two advisory committees AGNA and SSCC. It also included the oversight of the execution of 12 risk-assessment and advance studies<sup>1</sup> for an amount of 2,1 M€, the preparation of preliminary Regulatory Impact Assessments and the management of harmonisation cooperation with the main foreign regulatory partners where three meetings took place to exchange on items of common interest.

The extension of the scope of the Agency's remit to the regulation of air operations, pilot licensing and third country aircraft/operators, as well as those envisaged for the future, required initiation of work to improve the quality of its deliverables and handle a growing volume of consultations and publications. A new user-friendly version of the Comment Response Tool (CRT) was released. This entailed work in improving the impact assessment tools, the website navigation and in setting up a system of a wider variety of

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<sup>1</sup> Study topics: Survey on standard weights of passengers and baggage; Continuation of EUROCAE framework contract; SULPHUR - Reduction of sulphur limits in aviation fuel standards; Study on the state of the implementation of the provisions contained in ICAO Annex 14 on Aerodromes in the EASA Member States; Background noise levels and noise levels from en-route aircraft (BANOERAC); Study on cabin safety requirements; Burn-through resistance of fuselage; Preliminary Impact Assessment on the safety of communications for Unmanned Aerial Systems (UAS); SAMPLE - Research Study on "Sampling And Measurement of aircraft Particulate Emissions; Carriage by air of special categories of passengers; Scientific and medical evaluation of EU OPS provisions for Cabin Crew; Impact assessment of the publication of questions of theoretical examinations for Part 66 and Part FCL; Study on bird strike damage and Windshield Bird Strike.

publications on a cost-recovery basis. Capabilities for programme implementation monitoring have also been enhanced.

In addition, as a follow-up to the recommendations of the Article 51 evaluation, the Agency initiated three horizontal activities:

- ✦ Review of the rulemaking process, including a new system for EASA Regulatory Impact Assessment;
- ✦ Development of a 4-year Rulemaking Programme 2009-2012, specified above;
- ✦ Development of a translation policy for key rulemaking deliverables in coordination with NAAs.

These documents were finalised in the fourth quarter of 2008, to be subsequently presented to the Agency's Management Board and Advisory Bodies.

The coordination with the Agency's Certification Directorate (e.g. Policy for Airworthiness Directive, orphan aircraft, former soviet aircraft, non standard airworthiness certificates) and the Approvals and Standardisation Directorate (e.g. participation into the finding classification committee and in standardisation meetings) remained very active.

Finally, the Rulemaking Directorate continued its contribution to the activities of the Safety Analysis and Research Department by participating into the ESSI and in the Agency's Internal Research Committee (IRC) and providing replies for accident investigation recommendations.

<b>Rulemaking Objectives 2008</b>	<b>Indicator / Target</b>	<b>Comments</b>	<b>Partly met</b>	<b>Met</b>	<b>Exceeded</b>
Implement the 2008 rulemaking programme	100% of the planned final deliverables			<b>X</b>	
Carry out the 2008 advance planning	Initiate 90% of the planned tasks	The advance planning was incorporated in the 4-year rulemaking programme.		<b>X</b>	
Liaise with stakeholders	Product Safety: Organise 2 central and 8 regional workshops; Environmental protection: Broad consultation of NAAs (once a year) and industry (twice of a year); Flight Standards: Organise 2 internal and 6 regional workshops.			<b>X</b>	
Execution of the operational budget	Commit 95% of the operational budget				<b>X</b>
Streamline procedures and improve associated tools and systems	Achieve a productivity increase of 10 %. The indicator would be the number of tasks per rulemaking officer			<b>X</b>	

## ***5. International cooperation***

### **Bilateral agreements**

In the bilateral domain, priority has been given to assisting the European Commission in the negotiations of an ECAA-like agreement with Ukraine. The Agency also participated in the negotiations of a Bilateral Aviation Safety Agreement (BASA) with Brazil and Canada to assist the Commission. In parallel, dedicated training material has been developed to support the implementation of the American (US) and Canadian BASAs.

A BASA between the EC and the US has been signed in June 2008. The Agency actively supported the Commission in this task.

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

### **Working arrangements**

Contacts were intensified with the aeronautical authorities of Australia, Singapore, Argentina, China, IAC, UAE, India, Saudi Arabia, Israel, Japan and South Korea with the view to conclude new or expand working arrangements, as necessary.

An information network in support to the Airbus A380 Continuing Airworthiness has been developed, starting with Singapore, Australia and the UAE.

In addition, work has been initiated with JAA non-EASA countries to develop working arrangements in replacement of the JAA arrangements.

### **Technical cooperation**

The Agency has significantly increased its activities in the field of technical cooperation and supported - as necessary - the European Commission efforts:

- ✦ in the development and implementation of European assistance projects, in particular in India, China, South Asia, South-East Asia, Russia, Balkan countries, Republic Democratic of Congo and the Mediterranean countries;
- ✦ in the steering committees and associated meetings of several ICAO Technical Assistance Programmes.

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

Dedicated assistance activities for specific programmes (e.g. South Asia, South-East Asia, Pakistan, Middle-East and Central America) have been organised as appropriate in support to third countries aviation authorities in their effort to improve their level of safety.

The first EASA International Cooperation Forum has been organised in order to gather all the countries that have adopted or adapted European Regulations in Aviation Safety.

## Relations with ICAO

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

International Cooperation Objectives 2008	Indicator / Target	Comments	Partly met	Met	Exceeded
Assist and facilitate in the implementation of the adopted agreements.	Organise two workshops; produce associated guidance material, as necessary	Bilateral agreements have not yet entered into force. However, International Cooperation organised the CMR meeting.	X		
Working Arrangements	Conclude new and/or expand arrangements with at least three of the following states: Brazil, South Korea, Israel and India	Working Arrangements were concluded inter alia with China, Singapore, Australia, UAE; Discussion with other states continues.	X		
Support the Commission in the definition of European assistance projects and management of Community Programmes	Develop co-operation projects with at least three of the following regions/states: South Asia, South-East Asia, Central Asia, India, Democratic Republic of Congo, Russia and Balkan countries			X	

International Cooperation Objectives 2008	Indicator / Target	Comments	Partly met	Met	Exceeded
ICAO co-ordination	Support to the Commission in co-ordinating the European input to ICAO; Manages a systematic follow-up of ICAO States Letters and provides National Aviation Authorities with suggested answers to be sent to ICAO; Participate in the most significant ICAO Panels and working structures.			<b>X</b>	

## ***6. Safety analysis***

### **Providing safety intelligence**

#### **Following up Occurrences and Safety Recommendations**

The Accident Investigation Section composed of three staff by the end of 2008. The Agency has worked on strengthening its relationship with European Accident Investigation Bodies (AIBs) and opening the dialogue on on-going investigations. The major accidents followed-up included:

- ✦ Airbus A320 Reg. D-AXLA Fatal accident at Perpignan, France;
- ✦ Boeing 777-200 Reg. G-YMMM Accident at Heathrow Airport London;
- ✦ Boeing 737 Reg. EI-DYG Bird strike accident at Rome Ciampino and
- ✦ MD-82 Reg. EC-HFP Fatal accident at Madrid Barajas Airport, Spain.

In order to strengthen the links with its partners the Agency participated in ECAC and ISASI meetings working on the improvement of the cooperation with AIBs. For the first time the Agency participated as an observer at the ICAO AIG meeting held in Montreal.

Resulting from investigations, Safety Recommendation may be addressed to the Agency by the AIBs of any country around the globe. An external contractor is building a database of recommendations for the Agency. In May 2008 the Agency published its first Annual Safety Recommendations Review.

#### **Using data to enhance safety**

The Safety Analysis Section composed of five staff by the end of 2008. Using the safety data infrastructure built over the last 3 years the Safety Analysis Section continued to provide support to the internal functions of the Agency.

The Agency provided data and expertise to support the work of the ICAO Safety Indicator Study Group (SISG). Beyond this, Safety Analysis contributed to the development of taxonomies for the use in occurrence reporting and to the CAST-ICAO Common Taxonomy Team. A three-level aircraft make-model-series list was developed and deployed. A data warehouse for exposure data was developed and delivered on-time by the NLR under contract. The data has been tested, errors were brought to the attention of the contractor and corrective action has been taken. A survey of light aircraft accidents for the years 2006 and 2007 in EASA Member States was undertaken. Despite some difficulties about 90% of the States responded.

The Annual Safety Review 2007 met with a good reception and reviews from aviation experts worldwide. These reviews have been made publicly available in the 23 languages of the community.

Internally, the Safety Analysis Section contributed to the work of the Agency's Internal Safety Committee (ISC) by providing regular updates on safety trends emerging in 2008. Working papers were provided to the ISC among others on: Comparison of 3 large rotorcraft, Uncontained Engine Failure Accidents and Serious Incidents, Safety Aspects of Accidents involving an apparent "pilot error" (US and Europe), an evaluation of the

European Central Repository of occurrences and Safety Performance of Cargo Operations.

Finally, the section conducted a training course in the use of ECCAIRS and a Standardisation Workshop aimed at enhancing the quality of reported safety data in EASA Member States. In addition, a data quality verification tools was developed and distributed to the community.

## **Promoting safety worldwide**

The European Strategic Safety Initiative (ESSI) is an aviation safety partnership between the Agency, other regulators and the aviation industry. Two staff support the Safety Analysis and Research Manager in running an initiative recognised as one of the major aviation safety initiatives in the world:

### **European Commercial Aviation Safety Team (ECAST)**

Co-chaired by IATA and EASA, ECAST monitored implementation of inherited action plans addressing the reduction of the risks of controlled flight into terrain, approach and landing and loss of control accidents. In parallel, two working groups were launched on Safety Management Systems (SMS) and Ground Safety. The SMS working group was tasked to develop best practice material to help stakeholders comply with ICAO standards and future rules.

### **European Helicopter Safety Team (EHST)**

The European Helicopter Safety Analysis Team (EHSAT) performed an analysis of 186 helicopter accidents as part as its safety improvement strategy. Preliminary results were presented at the 2nd EASA Rotorcraft Symposium.

### **European General Aviation Safety Team (EGAST)**

EGAST conducted a survey of General Aviation safety initiatives and safety material, and defined its work priorities. A website was developed, and close cooperation was established with the Institut pour l'Amélioration de la Sécurité Aérienne (IASA), France.

Safety Analysis Objectives 2008	Indicator / Target	Comments	Partly met	Met	Exceeded
Use and analysis of data	Publish the Annual Safety Review 2007 by September 2008.	The Annual Safety Review 2007 was published (ISBN 978-9292 10004-9) in paper form and on the INTERNET. <a href="http://www.easa.europa.eu/ws_prod/g/g_sir_review.php">http://www.easa.europa.eu/ws_prod/g/g_sir_review.php</a>		X	
Internal Safety Policy	Reduce the number of unanswered Safety Recommendation actions addressed to and received by the Agency to less than 15% of the total at the end of the year.	A process has been implemented whereby an acknowledgement of receipt is given to formal Safety Recommendations addressed to the Agency. In future, no less than an initial response will be provided within 90 days of receipt at the Agency of a formal Safety Recommendation addressed to the Agency.	X		
Internal Safety Policy	Expand and maintain by October 2008 three safety teams within ESSI and ensure action plans are agreed.	Participation in the three safety teams increased. ECAST drafted publications on SMS. EHEST delivered safety analysis results. Launched in 2007, EGAST became active in 2008.		X	

## **7. Research**

### **General remarks**

In 2007 the Agency created an Internal Research Committee (IRC). The IRC had 4 meetings in 2008 acting upon significant safety issues by recommending research projects and assisting the Research Management Section in the coordination and prioritisation of research project proposals. The IRC finalised in 2008 the Terms of Reference setting its scope to the review of reports on significant safety research issues, monitor follow-up actions on research projects, provide recommendations about strategic long term research, in particular relative to the Commission' framework programmes, provide an information platform for research matters and make recommendations regarding research commitments in the Agency's future Safety Plan.

A European Aviation Research Partnership Group (EARPG) was established in 2007 to support the Agency's coordination of its research and development activities with the European Commission, Member States and others. The EARPG had 3 meetings in 2008 facilitating the transition from the former JAA committee to this group, coordinate ongoing and new research projects and approve its new Terms of Reference. The EARPG membership consists of the Agency's research focal points, EASA Member States with an interest in research, the European Commission and EUROCONTROL. The EARPG prepares proposals and suggests priorities for research topics to be funded by relevant sources available. Identification of research needs are based on: certification experts' experience, evidence of accumulation of safety related concerns resulting from safety analysis of incident and accident databases, Safety Recommendations stemming from accident investigations and proposals by the European Strategic Safety Initiative (ESSI).

For communication, sharing information and proving access to research reports and documents of common interest, both IRC and EARPG, use the Commission's internet based workspace SINAPS.

### **The Agency's research projects**

In 2008 the following 7 projects, each of 6 to 15 months duration, were funded by the Agency following a successful tendering process and for a total spend of 1.462.771,00 €:

- ✦ Evaluation of strength degradation of fabric particularly used for Cargo Nets;
- ✦ Safety aspects of Light Aircraft Spin Resistance Concept;
- ✦ Safety implications of the use of System-On-Chip (SoC) on Commercial Of-the-Shelf (COTS) devices in airborne critical applications;
- ✦ Hail Threat Standardisation;
- ✦ Runway friction characteristics measurement and aircraft braking;
- ✦ Safety Implication of Biofuels in Aviation and
- ✦ Small Helicopter Operational Monitoring Programme (HOMP) Trial.

In addition, the Agency has prepared and overseen the execution of 10 contracts for advanced studies to support Rulemaking activities signed in 2008.

## Participation in Community projects

Work with the European Commission regarding conditions of an involvement of the Agency in the Community research activities impacting the EASA system (7th Framework Programme for Research, Technological Development (FPRTD), sub-theme 7.1 Aeronautics and Air Transport) paved the way for clarifying Agency's attendance in project stakeholder boards, and interfaces with aviation initiatives like SESAR and CLEAN SKY. The Agency also participated in and contributed to various ACARE working groups.

Research Objectives 2008	Indicator / Targets	Comments	Partly met	Met	Exceeded
Establish the Agency's research function	<p>Develop and publish a Research Plan by October 2008;</p> <p>Establish a means of safety related Research coordination in Europe by December 2008;</p> <p>Establish a database of current international safety related Research activities, by September 2008.</p>	<p>With a research project manager in post and a research budget allocated a significant number of research projects were planed, selected and managed.</p> <p>The creation of the Internal Research Committee and the European Aviation Research Partnership Group established effective means of safety-related research project coordination.</p> <p>By establishing and maintaining an internet based workspace on the Commission's platform SINAPS made a communication and oversight tool available for research project coordination and provides the opportunity for a database of current international safety-related research activities.</p>		X	

## **8. SAFA**

### **SAFA regular analysis**

The regular SAFA analysis was performed by the Agency's SAFA team on a 4 months basis. The analysis methodology was improved to include an in-depth analysis of the SAFA findings (for selected operators). The team delivered presentations on the regular SAFA analysis at the Air Safety Committee (Black List), including reports on the implementation of the Prioritisation List for SAFA inspections to SAFA participating states and the European Commission. In addition, on the request of the European Commission, several ad-hoc analyses were carried out to support the various cases investigated by the Commission in the ambit of the Regulation (EC) No 2111/2005.

### **SAFA database**

In addition to the regular SAFA analysis, a major upgrade of the SAFA application and database was successfully deployed in October 2008, which provides a set of pre-described findings and description of corrective actions. Also, new functionalities have been made available to the SAFA community such as a more flexible moderator function and a new module supporting the process of prioritisation of SAFA inspections. The development of this important upgrade to the SAFA database implementing these new functionalities and aimed at improving the quality of reporting and monitoring the process of prioritisation of SAFA inspections at a European level, was done by the EASA IT department.

Finally, an on-line SAFA training environment was set up, thus allowing hands-on training on the SAFA application and database, available to all registered users as well to SAFA Training Organisations.

### **Non-EU SAFA participating states**

Compliance by the non-EU SAFA participating states with the newly enacted SAFA legislation (Commission Directive 2008/49/EC amending the "SAFA" Directive and Commission Regulation 351/2008/EC on the prioritisation of ramp inspections) was insured by letters to existing working arrangements concluded in the field of SAFA between the Agency and 15 non-EU, ECAC states. In addition the letters include a clause on the absence of conflict of interest concerning the personnel involved in collection, processing and exchange of SAFA information. These letters have been sent to all non-EU SAFA Member States. So far, Iceland, Monaco, Albania, Bosnia & Herzegovina, Azerbaijan, Armenia, Turkey, Serbia, Norway and Switzerland have signed and returned the document to the Agency.

### **SAFA Guidance Material**

At the beginning of September 2008, the draft Guidance Material on Qualification of SAFA inspectors was finalised and sent for consultation to SAFA stakeholders. This Guidance Material is mandated by the Commission Directive 2008/49/EC and sets the common European criteria (eligibility, training, frequency) for the qualification of all

SAFA inspectors, including syllabi for theoretical and practical training, and common criteria to be met by the independent SAFA training organisations

Following the consultation of the SAFA participating states and other interested parties, the Guidance Material on the qualification of SAFA inspectors was adopted on 29 September 2008 and subsequently published on the Agency's website. The remaining part of the Guidance Material is currently being drafted and is expected to be sent for consultation at the beginning of 2009.

## Meetings

The SAFA staff participated in ASC-SAFA meetings on 10 and 11 January 2008 in Brussels. Moreover, the SAFA staff has participated together with the European Commission to the meetings of European SAFA Expert Steering Group (ESSG). ESSG is a technical advisory body of the Air Safety Committee composed of the SAFA National Coordinators from all (42) SAFA participating states, where the progress and future developments of the Programme are being discussed. Meetings were held on: 7-8 February in Montreux, Switzerland, 26-27 June, Reykjavik, Iceland and 21-22 October hosted by the Agency. Finally, in the context of Regulation (EC) No 2111/2005 (Community List), the Agency participated in the ASC meetings, as well as in several technical meetings with operators and their national aviation authorities.

## Additional resources

Two new SAFA Standardisation Auditors joined the Agency in 2008 to develop, implement and operate a specific SAFA standardisation process. They will be joined by a third person in 2009.

SAFA Objectives 2008	Indicator / Target	Comments	Partly met	Met	Exceeded
Database enhancement or redevelopment	Database in place			X	
Improvement of data analysis and data quality	Methodologies and new data analysis system in place			X	
Recruitment of SAFA standardisation harmonisation inspectors	Successful recruitment			X	

## ***9. Support activities***

### **Finance & budgeting, ERP project and contracts**

#### **Finance & budgeting**

Budget implementation has been regularly monitored during the year in close cooperation with the procurement section and the various authorising officers resulting in a very satisfactory 98% achievement rate by the end of the year.

The procedure for collection of fees and charges has been greatly improved through a more efficient collaboration between the different operational departments (i.e. Certification, Standardisation) and support departments (Legal and Finance). The cashed amounts in 2008 were considerably superior than in 2007. The level of recovery on invoicing is of 87% in 2008 compared to 77% in 2007.

Equally, the systematic reminders and a closer follow-up, including dealing with dispute cases regularly in internal meetings of the Debt Recovery Committee (DRC) has enabled a strong reduction of the customer receivables. During these meetings, relevant cases were reviewed and letters finalised which enabled cashing of a number of disputed receivables invoices during the course of 2008. Equally, further reminders for products and organisation projects proved successful in clearing the old and small outstanding amounts related to the years 2005, 2006 and 2007.

The analytical accounting methodology, allowing determining the cost of the core activities of the Agency, has been validated early 2008 by an external consultant. It has been extensively used in 2008 both in the planning exercise and in the determination of the actual results.

With a view to prepare the necessary material for the revision of the Fees and Charges Regulation to be implemented in 2010, and without waiting for the implementation of the Enterprise Resource Planning (ERP), an important project was started to gather in one unique data warehouse all revenue and cost information related to the certification activities, and this at project level. Those data will be used as a starting point for the study to be performed by the consultancy firm to support the Agency in the revision and extension of the current Fees and Charges Regulation.

The Budget Handbook has been finalised and mandatory training for all financial actors has been organised. This has contributed to improve the Agency's control environment.

After the launch of the ERP project on 27 May, the Finance Department was heavily involved in contributing to the realisation and validation of the Blue Print to be achieved in October 2009.

In addition, the Agency's Business Plan was reviewed and a new version covering the years 2009-2013 was prepared to be adopted by the Management Board in January 2009. The review included in-depth discussions with the Agency's stakeholders and focused on the financial elements, aiming at a sound financial basis which can be used for the next planning cycles of the Agency.

Details on the Agency's financial performance in 2008 are provided in **Annex 2**.

### **EAS@P project (ERP system project)**

After the formal launch of the ERP project around mid of 2008, the SAP solution was selected (referred internally as EAS@P). Based on the requirements of the SAP business blueprint, the actual realisation phase of the project started in mid November 2008 with a comprehensive team of experts and consultants. The implementation of SAP covers the main administrative operating processes related to the Fees and Charges Regulation, finance, procurement, projects and business services. In the new integrated SAP-system, costs, revenues and planning figures (timing, workload, travel costs) are integrated and linked to the fees and charges projects. Interactive application forms will allow applicants and NAA's to exchange information via web-access.

To ensure that the future system complies with the Financial Regulations and other specific implementing rules, some additional developments to the system were taken into account.

In connection to the objective in the 2008 Work Programme, the SAP blue print was validated by the Agency in September 2008. Based on a detailed realisation plan and project team composition, the realisation phase started in November 2008. The EAS@P system is due to go live in July 2009.

### **General contracts**

Some 50 high-value contracts were awarded in 2008, encompassing operational needs and the renewal of administrative services and supplies for which existing long term framework contracts (signed in 2004 or 2005) expired during the course of the year and needed to be renegotiated.

Details of the Agency's procurement procedures finalised in 2008 are shown in **Annex 3**.

## **Management of applications**

Since the beginning of 2008, regular workshops related to fees and charges have been held with the industry, European Commission and Agency representatives in an effort to make the Fees and Charges Regulation as fair as possible.

The timescale for a new Fees and Charges Regulation introduction was reviewed and modified during a workshop meeting in September 2008. The new scope of the regulation will include the analysis of the current fee scheme, the Agency's first extension of the remit and any other necessary modifications. One of the most important aspects was the need to use a data set covering the full financial year as the potential enhancement of the current Fees and Charges system was perceived to be

hampered by a lack of data availability. The Agency proposed to use a data set covering the full 2008 financial year. In order to reach the deadline the drafted Fees and Charges Regulation has to be ready and submitted to the Commission by the end of 2009 and should be ready for implementation by June 2010.

In the Agency's 2008 Work Programme, the objective to reach invoiced / cashed amounts to correspond to budget prevision was exceeded. Overall the invoiced amounts in 2008 exceeded the budget forecast by approximately 10% (€55.31 million forecasted versus € 60.76 million actually invoiced). This is mainly the case for TC/RTC and Major Change/Repair.

## **Management of outsourcing contracts with NAAs**

As of 01 July 2008, the existing 18 NAA framework contracts expired and were replaced by a new generation of framework contracts after a process of renegotiation which lasted for the first half of 2008. Meanwhile another contract with the Romanian CAA was negotiated in the second half of 2008 and entered into force on 1 January 2009. However no financial commitment was made up to today.

In addition, the Agency agreed on a set of Key Performance Indicators (KPIs) with all NAAs to monitor and improve the cooperation. These KPIs are related to the planning and monitoring of activities and the timely delivery and processing of invoices and reports. A provision for liquidated damages to cater for any non fulfilment in the invoicing specifications laid out in the contract was also introduced.

The monitoring of these KPIs – in combination with dedicated audits - is a basis for awarding NAAs a "trusted supplier status" in order to facilitate the administrative cooperation. The new conditions laid out in the new generation of framework contracts significantly improve management with NAAs.

Already in 2008, the situation regarding the timeliness and quality of NAA invoices significantly improved under the new generation of framework contracts. However, still a few major providers do not meet the required standards of time and quality, which causes a disproportionately high workload for the Agency. Problems have been addressed with these NAAs and corrective actions agreed.

## **Internal audit, risk analysis and quality**

The Internal Audit & Quality Department is a support function to management. Its main tasks consist of:

- ✦ promoting the implementation of an integrated management system at the Agency and having it certified against an internationally recognised quality standard ISO9001:2008;
- ✦ providing an independent opinion to the Agency's managers on how the business is run and controlled (audits);
- ✦ supporting the annual risk analysis assessment exercise;
- ✦ supporting the Agency and the Member States with external audits in particular from ICAO.

### **Promoting the implementation of an integrated management system**

In 2008, the Internal Audit & Quality Department laid the foundations of the integrated management system. The Agency understands an integrated management system to be a single system used by the Agency to manage its processes in their entirety in order to meet the organisation's mission and objectives and equally satisfy the stakeholders (as long as it does not negatively affect safety or environmental protection objectives). The system is set up by using a four step framework based on best practices from a number of private and public sector organisations. This system is fully described in the "Internal control and mitigation of critical risks part: a four steps process".

### **Internal and external audits**

During the course of 2008, the department performed 8 audits on operational and administrative processes. The purpose of these audits was to assess the level of internal control and compliance with rules and regulations. For each audit, recommendations were proposed to the auditees and a specific action plan was issued.

As regards external audits, the department provided support to Member States during the ICAO USOAP audits in particular by sending Agency observers during the ICAO USOAP audits of EU & EASA Member States upon their request.

### **Risk analysis**

The department coordinated the second annual risk assessment exercise and updated the risk register accordingly.

## **Communications**

The Agency's communications activities in 2008 concentrated on promoting the extension of scope and revising the Agency's procedures for crisis response.

The information campaign on the first extension of scope was launched on 24 April 2008 at the occasion of the Royal Aeronautical Society (RAeS) Annual Conference and through high-profile interviews in UK's and France's major aviation journals. Communications subsequently organised seven major EASA conferences on the extension of scope with a total of 1,800 participants. In addition, a campaign to promote the extension of scope was launched in all major aviation magazines.

Communications organised several media-related events with external partners (e.g. industry, MEPs, NAAs) including certification events, crisis meeting following accidents and the Agency's presentations at international aviation fairs (e.g. ILA in Berlin).

Information visits of CAA Norway on 12 June and of Singapore CAA on 09 July were organised. The Department also supported high-level visits by the Director responsible for Air Transport at the European Commission and the French Secretary of State with responsibility for Transport.

An advertising campaign was launched in major European aviation magazines specifically for ESSI.

The Communications Department dealt with the following main media topics in 2008:

- ✦ Child restraint systems;
- ✦ EU-OPS;
- ✦ Extension of scope;
- ✦ Accident investigations including NTSB;
- ✦ EU-US bilateral relations;
- ✦ Agency's new Rulemaking Director;
- ✦ International Cooperation Forum;
- ✦ Type-certification of the Eclipse 500.

The Agency's procedures for crisis communications were revised and an Agency crisis response plan was drafted. Fact-finding meetings were held with Airbus communications, BEA France and the UK CAA as well as external consultants to identify best practice.

An improved Agency website was launched on 19 March 2008 and various facilities including on-line payment were added. Mini-sites for the EASA International Cooperation Forum and ESSI were created.

A survey of the image and knowledge of the Agency with regional decision makers was carried out and presented at a press conference on 04 April. A major regional awareness campaign was launched (including welcome signs at Cologne airport).

With regard to internal communication, weekly email bulletins were distributed to all staff. The quarterly printed internal newsletter with contributions written by external stakeholders was re-launched. Finally, the first of its kind, an all-staff celebration to mark the Agency's fifth anniversary was organised.

## Human Resources

Since the end of 2007, there was a net increase of the Agency's staff by only 70, in spite of having published vacancy notices for more than 150 vacant posts. This net increase of only 70 staff members is the combined result of 13 resignations, 24 staff members having been successful in externally open selection procedures and 18 selection procedures having failed due to either lack of suitable candidates or because the only competent candidate finally declined the offer. In addition to those already recruited 403 staff members, 29 other candidates have accepted an offer of employment and will join the Agency during the first months of 2009.

### Recruitment Data 2008:

Net staff increase (2008/TA)	70
Acceptances from selected candidates received	29
Successful internal candidates on External Selection	24
Resignations handed by active temporary agents	13

Details on the Agency's 2008 staffing figures and demography can be found in **Annex 4**.

In September 2008 the European Commission gave its formal approval (required by Article 110 of the Staff Regulations) to the Agency's performance appraisal and reclassification ("promotion") policies. As part of the Agency's framework for staff management, this year saw a continuation of the performance appraisal which for the first time was processed in an electronic tool as well as the reclassification procedure based on the performance of 2007. As a result 21 staff members were promoted.

On the social side, since August 2008, service contracts with four international schools in the Cologne area have been implemented, on the basis of which the school fees for children of staff are directly paid by the Agency.

## **General training**

Since November 2008 the language training offered to the Agency's staff has been further widened. This is in line with the Staff Regulations requirement for staff members to prove knowledge of three official EU-languages to be eligible for their first promotion. Internal training courses are now offered in German, English, French, Spanish and Italian languages. The other EU languages can be learnt through external training providers. The language tests organised by the Agency have been recognised by the European Personnel Selection Office (EPSO).

Also the offer of other trainings ("general training") has been increased substantially so as to support the professional development of all staff members. This includes the more varied training initiatives for managers to recognise the importance of excellent leadership skills.

## **Technical training**

### **General remarks**

2008 was the first year when all technical training activities were put in place:

- ✦ identification of training needs for all profiles involved in the core business;
- ✦ training provided by external contracted providers in scope of the established framework contracts for estimated repetitive delivery sessions and in identified one-off cases of high priority nature;
- ✦ launching of the Legislation Learning System with active run of its E-examination system;
- ✦ training provided to NAAs.

The E-examination system was launched in November 2008. As a preparation for the launch, a meeting with potentially interested training providers was held on 28 January 2008.

First courses to NAAs on Fuel Tank Safety and Critical Design Configuration Control Limitation (CDCCL) were held on 31 January and 14 February 2008.

Training to Agency staff was carried out using internal and external resources. For the latter, contracts with external training providers were signed end 2007 and the first courses were held in the first quarter 2008.

Setting-up the Agency's technical training system (first phase) was finalized by the end of the first quarter 2008. This system was evaluated by ICAO USOAP (Critical Element No 04) in April 2008 and endorsed as fully acceptable.

In addition, the EASA/NAAs common training needs initiative was set-up.

One additional technical training officer with continuing airworthiness and SAFA background was recruited at the beginning of the year.

The training material for new courses (5) was developed. Existing courses were updated from both the content (e.g. by incorporating novelties published as AMC/GM material) and the design point of view. Some courses (4) were modified for accommodating specific needs of external customers (mainly Competent Authorities from third countries and NAAs).

The scope of 2008 training delivery was as follows:

Number of different courses provided	58
Total number of training sessions	112
Total number of attendees	851

As endorsed by the EASA-NAAs partnership meeting, the initial kick-off meeting (May) and a subsequent operational meeting (September) were held setting-up the initial scope for the common training needs forum (i.e. common qualification criteria for airworthiness inspectors, technical training courses of common interest, development of SINAPSE community dedicated to training issues, use of E-examination system etc.). In December 2008 the Pool of Expert training requirements were integrated in the "EASA/NAAs common training needs initiative".

### **Internal technical training**

The first round of outsourced courses was delivered by end August 2008 with thorough feed-back evaluation (appropriateness of the content to the Agency's job position needs, quality of training material and delivery, flexibility etc.). A procurement campaign has been re-launched accordingly. The tendering procedure for call for expression of interest was re-initiated. New providers expressed their interest in important specialised areas of training activities such as flight test expert. New courses were developed during the summer period to support the implementation of applicable new issues (bilateral agreement novelties, regulatory material changes, etc.).

### **External technical training**

The Agency has opened access to its specialised courses to NAA staff members working in the EASA Member States areas of competencies. The objective is to disseminate appropriate information in the areas of inadequate uniform interpretation, as revealed by the output of the Agency's standardisation inspections.

Trainings to NAA experts covering specific topics have been developed in the following fields: Fuel Tank Safety, Production Organisations Approvals, CAMO Approvals, Part-145 Maintenance Organisations Approvals and Part-66/147 issues. These above mentioned needs have been identified at the occasion of standardisation inspections, FAQs, and/or following specific requests initiated by NAAs.

### **E-examination**

The prescribed contents of the courses (syllabus) on the applicable list established by the dedicated Working Group were drafted and submitted for internal & external consultation. Final versions have then been published on the Agency's website to support the E-examination programme.

The Multiple Choice Questions (MCQ) editorial tool allowing review and release of questions was installed on the Agency IT system. 650 MCQs were initially developed and deployed for the use by the system. A draft of the related contractual arrangements ("license agreement") was developed together with supporting annexes and its legal review was initiated.

An intensive "beta" testing phase was carried out from June 2008 onwards. The necessary improvements based on the testing outcome have already been made. The transition of the E-examination system from beta testing phase to standard operational mode was extended till beginning of October to obtain as broad as possible stakeholders satisfaction feed-back. Corrections based on the "beta" testing phase of the e-Examination system were implemented by end of October and the E-examination went live in November. The first contracts (License Agreement) have been signed with a number of pilot customers.

## **Information and communication technology, and corporate services**

### **Information and communication technology**

An IS/IT Master Plan was developed based on the annual risk analysis carried out by the Agency and recommendations derived by the "Gartner study" on IT architecture.

The IS department has started preparatory work for the implementation of the ERP project and the data migration to the new system.

Besides the ERP, the preparations for the implementation of a back-up data centre and a storage area network started in 2008. The server landscape was optimised with emphasis made for strengthening the security on servers. This included the implementation of audit tools and the set up of Internet access controls.

### **Corporate Services**

A new Travel Management Section was established within the Agency with responsibility for reservations and expense claims. Additionally, a new travel agency was contracted and implanted on EASA premises giving easier access to services and facilitating the delivery of travel documents.

In the records management area, development work has begun on corporate taxonomies and policies required for further development of the Agency's content and document management, including taking in use an advanced content management IT-application.

The Agency contracted Deloitte to carry out a business impact assessment on business activities which identifies the processes that require specific business continuity planning.

## **General management and legal support**

The Executive Directorate ensured the coordination of horizontal activities. In particular, the Secretariat of the Management Board was provided. This task included also the coordination of the planning and reporting documents requested by the Agency's Basic Regulation.

The Agency performed in 2008 a complete planning exercise. In this context inter alia the following documents were adopted by the Management Board:

- ✦ The PDB and Work Programme 2009;
- ✦ The Staff Policy Plan 2009-2011;
- ✦ The Annual General Report 2007;
- ✦ The 2009 Annual Budget.

The Agency's Business Plan 2009 was prepared to be adopted by the Management Board by written procedure in January 2009.

Secretariat support has been provided to the external evaluation of the Agency undertaken according to Article 51 of Regulation (EC) No 1592/2002. The result was proposed to the Agency's Management Board.

The US/Europe International Aviation Safety Conference which was held in St. Petersburg, Florida was co-organised by the Agency. This conference was a great success with almost 400 attendees. At the conference it was concluded that ICAO should reconsider its basic requirements regarding Safety Management Systems (SMS). A follow-up was envisaged for the 2009 conference.

The smooth transfer of the remaining tasks and files from the JAA to the Agency according to the FUJA II report has been coordinated. In particular, the transition period from the end of the JAA system until the adoption of the Implementing Rules related to the Agency's first extension of scope was being prepared. The objective was to ensure the continuity of the activity in the field of JOEB and standardisation in OPS and FCL, together with the creation of a liaison function within the Agency for JAA non-EASA countries to be implemented before 30 June 2009.

Last but not least, during 2008 the Legal Department provided strong legal support to the Agency Directorates upon request. This involved inter alia the review of NPA's to the first extension, the activities related to the successful debts recovery as well as to Technical Advise Contracts (TACs). The Legal Department also handled (European

Ombudsman) complaints, whistle blower cases and working arrangements. Besides that, the Department organised the annual meeting between the Boards of Appeal and the Agency's management.

## **Access to Documents**

According to Art. 17 (1) of Regulation (EC) 1049/2001 (as applicable via Art. 58 of Regulation (EC) 216/2008) and Art. 2 (6) of the MB Decision 1/04, a report on access to documents shall be annexed to the Agency's annual report including

- ✦ the number of cases in which the institution refused access to documents;
- ✦ the reasons for refusal;
- ✦ and the number of sensitive documents not registered.

In 2008 the Agency has received ten applications for access to documents and one confirmatory application for access to documents. Out of these ten applications, the Agency denied one application for reason of protecting the purpose of investigations.

With regard to the confirmatory application for access to documents, access to the requested document was refused because disclosure would have undermined the commercial interests of a legal person.

Support Activities Objectives 2008	Indicator / Target	Comment	Partly met	Met	Exceeded
Implementation of the Fees and Charges regulation	Cashed/invoiced amounts; Cashed amounts correspond to budget prevision	Overall the invoiced amounts in 2008 exceeded the budget forecast by approximately 10% (€55.31 million forecasted versus € 60.76 million actually invoiced). This is mainly the case for TC/RTC and Major Change/Repair.			X
Implementation of the ERP	Project management and finance modules in place by the end of the year; Ability to produce quarterly accounts through the finance module	The SAP blue print was validated by EASA on September 2008. Based on a detailed realisation plan and project team composition, the realisation phase started in November 2008. The EAS@P system is due to go live in July 2009.	X		
Follow up on Article 51 evaluation	Draft of the action plan; Proposal made by the MB during the first half of the year, and action plan drafted in the next months	Implementation of actions according to action plan is ongoing.		X	
Staffing	Correlation with the Staff Policy Plan; Some 452 temporary agents by 31 December 2008		X		

## **Internal control and the mitigation of critical risks – A four step process**

### **Introduction**

The Agency laid down in 2008 the foundations of an integrated management system based on management standards adopted by its Management Board (an updated version was adopted in June 2008). These standards are based on the internal control standards developed by the European Commission and the internal ISO9001:2008 quality standards. At the end of 2008, 98% of the standards were implemented or almost implemented. Such a system forms the basis for both internal control and continual improvement.

The Agency's management system fully integrates the concept of 'internal control' which aims to ensure that the critical risks are properly mitigated, therefore enhancing the Agency's ability to achieve operational, quality, compliance or financial objectives.

The system has been set up by using a four step framework, based on best practices from a number of private and public sector organisations. In addition, the control environment has also to be considered.

### **Internal control environment**

The control environment sets the tone of an organisation, influencing the control consciousness of its people. It is the foundation for all other components of internal control, providing discipline and structure. Control environment factors include the integrity, ethical values and competence of the entity's people, management's philosophy and operating style; the way management assigns authority and responsibility and organises the process. In June 2006, the Agency rolled out the Code of Good Administrative Practice which has been provided and explained to each member of staff. In addition, staff obligations and rights are available on the Agency's intranet.

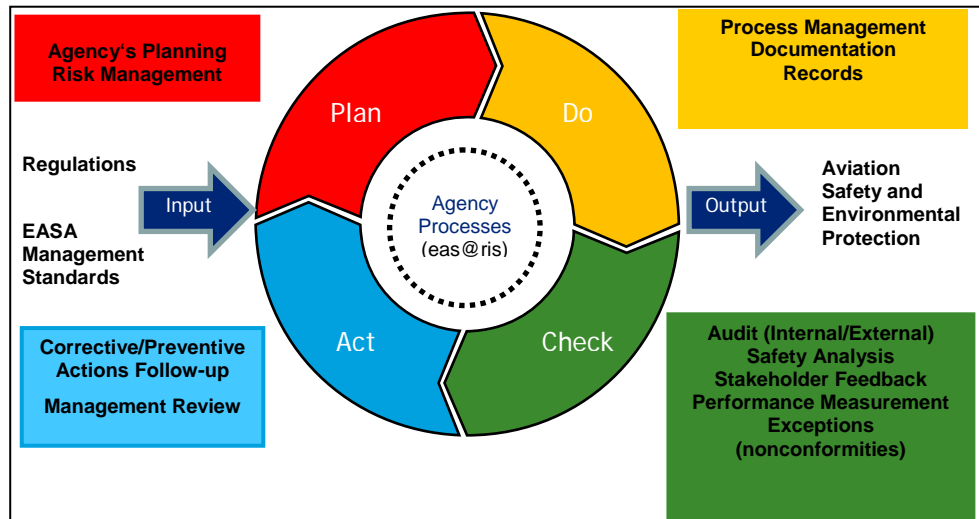
In 2008 the Agency has designed or strengthened major HR processes which contribute directly to a strong internal control environment. The recruitment, staff annual appraisal, and training processes are in place. Detailed job descriptions identifying roles in the department, level of authority and tasks are provided to each member of staff. Delegations of power are managed by ED decisions.

Highly qualified staff is the first asset of an organisation acting as an authority like the Agency. A large part of the internal control is ensured by employing the highest qualified staff. That is why HR processes are considered as essential and the Agency will continue to work on such processes in particular staff and career development.

Finally, in 2008 the Agency identified sensitive functions for which risks have to be assessed and appropriate measures implemented.

## Four Steps of Risk Mitigation

The Agency's system of risk mitigation is composed of four steps which are explained in the diagram below:



### First step: PLAN "Cycle of planning"

The Strategic Plan, the Business Plan, the Annual Work Programme and Budget, the Staffing Plan and the Annual General Report make up the recurring cycle of planning, programme execution, verification and review/reporting.

The first step, 'cycle of planning', consisted of defining clear and measurable objectives, including improvement objectives, consulting with management, identifying risks, analysing stakeholders' feedback. Critical work and resources required to achieve the objectives are also defined. For this purpose, the Agency created an Activity Based Budget (ABB). The Management Board adopted in 2008 the business plan 2009-2013.

The Agency also implemented an annual risk assessment process and identified in 2008 critical risks in the following domains:

- ✦ Safety: non contractual liability linked to erroneous decisions that have been taken as an Authority and have a negative impact on safety or on our stakeholders; non identification of safety issues during standardisation inspections;
- ✦ Staff: the Agency has to ensure that it recruits staff with the highest level of expertise and this expertise remains at the highest level in the future;
- ✦ Subcontractors: as the Agency remains liable even for decisions based on work performed by subcontractors close monitoring and specific checks have to be implemented;
- ✦ Security: information and staff security have to be ensured;
- ✦ Reputational: events that would negatively affect the Agency's image.
- ✦ Financial aspect of extension of tasks: new tasks and mission must be sufficiently funded.

**Second step: DO “Process management”**

In the second step, the Agency identified the processes that should be implemented and monitored in order to achieve the defined objectives. When necessary the work to be performed is described in procedures.

In 2008, the Agency released the process map which identifies the management, core and support processes.

Key controls are embedded in each process with a view to preventing or limiting the occurrence of the critical risks, in particular those mentioned above, and to ensure the smooth functioning and monitoring of the processes. In the cases of administrative and financial processes, key controls comply with the Financial and Staff regulations.

**Third step: CHECK “Verification”**

The third step, ‘verification’, consists of assessing results through key performance indicators (KPIs), audits, analysis of stakeholders’ feedback, safety analysis, etc.

A scoreboard presenting KPIs is analysed and discussed on a regular basis during Directors meetings. Safety aviation issues (for example, occurrences analysis, results of accident investigations, safety recommendations) are regularly reviewed and discussed by the Internal Safety Committee. The Internal Audit department performed several audits on operational and administrative processes. (see support activities section).

As regards internal and external stakeholders’ feedback, preliminary work was initiated in 2008 for implementation in 2009. In 2008, the Agency also started the implementation of an Enterprise Resource Planning (ERP) Project which will significantly enhance management reporting and facilitate the monitoring of the processes (see support activities section).

**Fourth step: ACT “Review”**

The outputs of the first three steps constitute inputs for the fourth step which consists of reviewing the system and defining new objectives for improvement. This was presented at the first management review meeting in 2008.

In addition, the Agency implemented a process for the follow up of corrective and preventive actions issued in particular from external and internal audit. A first status report was issued in November 2008.

### Mitigation of Critical Risks

Critical Risk	Main mitigation actions performed/initiated in 2008
Safety	<ul style="list-style-type: none"> <li>✦ Operational activities are described and organised into strict procedures in addition to regular audits performed on these processes. In 2008 the DOA and Rulemaking processes have been audited;</li> <li>✦ A system to analyse accidents and occurrences and how we can prevent such (Internal Safety Committee);</li> <li>✦ Agreement with the Commission regarding payment of damages (non contractual liability) finalised beginning 2008;</li> <li>✦ Highly qualified staff (see internal control environment part);</li> <li>✦ The Agency worked in 2008 on the Crisis Management Project.</li> </ul>
Staff	<ul style="list-style-type: none"> <li>✦ Strong Human Resource processes in place regarding recruitment, training, and annual performance appraisal (see internal control environment part).</li> </ul>
Subcontractors	<ul style="list-style-type: none"> <li>✦ New contracts were signed with the National Aviation Authorities in July 2008;</li> <li>✦ Audits performed in 2008 on the Accreditation and Task Allocation process resulting in actions being implemented.</li> </ul>
Security	<ul style="list-style-type: none"> <li>✦ The Business Continuity Management project was launched in 2008;</li> <li>✦ In addition, the Agency worked in 2008 on IT Security.</li> </ul>
Reputational	<ul style="list-style-type: none"> <li>✦ The Agency worked in 2008 on the Crisis Management Project.</li> </ul>
Financial with respect to the extension of new tasks	<ul style="list-style-type: none"> <li>✦ The Business Plan is used to forecast resources for new extensions, including human and financial resources. The Business Plan 2009-2013 was adopted in 2008 by the Management Board.</li> </ul>

## Annexes

- ✦ Annex 1: 2008 decisions, opinions and NPAs
- ✦ Annex 2: Agency's financial performance in 2008
- ✦ Annex 3: Procurement procedures finalised in 2008
- ✦ Annex 4: Staffing Figures and demography
- ✦ Annex 5: Declaration of Assurance from the Authorising Officer

## ***Annex 1: 2008 decisions, opinions and NPAs***

### **Decisions**

<b>Decision</b>	<b>Task number</b>	<b>Subject</b>
ED Decision 2008/003/R	66.023	Appendix 1 Aircraft type ratings for Part-66 Aircraft maintenance licence
ED Decision 2008/004/R	20.006 (a)	AMC 20 for ADS-B in NRA
ED Decision 2008/006/R	MDM.002 (b)	CS-25 Amendment 5
ED Decision 2008/007/R	MDM.002 (b)	AMC-20 Amendment 4
ED Decision 2008/008/R	22.004	CS-22 Amendment 1
ED Decision 2008/009/R	27&29.012	CS-27 Amendment 2
ED Decision 2008/010/R	27&29.012	CS-29 Amendment 2
ED Decision 2008/011/R	27&29.012	CS-VLR Amendment 1
ED Decision 2008/012/R	ETSO.001 ETSO.002	CS-ETSO Amendment 3
ED Decision 2008/013/R	M.005 (b) M.017 (b)	Revised AMC to Part-M for aircraft not used in Commercial Air Transport and Pilot owner Maintenance
ED Decision 2008/014/R	25.045	Access through bulkheads

### **Opinions**

<b>Opinion</b>	<b>Task number</b>	<b>Subject</b>
Opinion No 01/2008	BR.003	Extension of the EASA system to the regulation of Air Traffic Management and Air Navigation Services (ATM/ANS)
Opinion No 02/2008	M.005 (a) M.007 (a) M.017 (a)	Revised Part-M requirements for aircraft not used in Commercial Air Transport and Pilot-owner maintenance
Opinion No 03/2008	BR.006	CAEP/7 Implementation
Opinion No 04/2008	MDM.002 (a)	New training requirements for maintenance personnel related to electrical wiring interconnection systems
Opinion No 05/2008	66.004	Time limit for demonstrating compliance with knowledge and experience requirements
Opinion No 06/2008	MDM.007 (a)	Authorised Release Certificate EASA Form 1

**NPAs**

<b>NPA</b>	<b>Task number</b>	<b>Subject</b>
NPA 2008-01	MDM.001	Extended Range Operations with Two-Engined Aeroplanes ETOPS Certification and Operation (AMC 20-6)
NPA 2008-02	36.005 BR.006	CAEP/7 Implementation
NPA 2008-03	66.022	Licences for non-complex aircraft maintenance engineers
NPA 2008-04	25.040	Type III emergency exit access and ease of operation
NPA 2008-05	25.008(c)	Flight in Icing Conditions
NPA 2008-06	21.023(b)	Restricted type-certificates and restricted certificates of airworthiness
NPA 2008-07	MDM.032	"ELA process"; "Standard Changes and Repairs" and "Certification Specifications for Light Sport Aeroplanes"
NPA 2008-08	23.001	Stall speed greater than 113 Km/H (61 knots)
NPA 2008-09	21.038	Possibility to deviate from airworthiness code in case of design changes
NPA 2008-10	25.041	Class B/F Cargo Compartments
NPA 2008-11	VLA.004	Exits
NPA 2008-12	21.027	Repair and design changes to European Technical Standard Order (ETSO)
NPA 2008-13	25.006	Thermal/Acoustic Insulation Material
NPA 2008-14	20.003	Airworthiness and Operational Approval for on board equipment related to Required Navigation Performance/Area Navigation (RNP/RNAV) Approach Operations
NPA 2008-15	BR.004	Essential Requirements for Civil Aviation Environmental Protection
NPA 2008-16	MDM.022b	'Fuel Tank Safety'
NPA 2008-17	FCL.001	Implementing Rules for Pilot Licensing
NPA 2008-18	25.045	Access through bulkheads
NPA 2008-19	25.056(b)	Fuel tank flammability reduction
NPA 2008-20	MDM.003(a)	Flight Testing
A-NPA 2008-21	BR.008(a)	Review and Analysis of Certification Noise Levels for Subsonic Jet and Heavy Propeller-driven Aeroplanes
NPA 2008-22	FCL.001 OPS.001	Authority and Organisation Requirements

## **Annex 2: Agency's financial performance in 2008**

### 1.1. Preliminary Budgetary Outturn 2008 before recognition of assigned revenues for fees and charges

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

	Certification activities	Regulatory activities	Total EASA
Cash collected	68.747	32.169	100.916
Use of assigned revenues from 2007	2.309		2.309
<b>Total Income</b>	<b>71.056</b>	<b>32.169</b>	<b>103.225</b>
T1 Staff Expenditure	24.691	15.114	39.805
T2 Administrative Expenditure	6.179	4.467	10.646
T3 Operating expenditure	25.039	12.031	37.070
<b>Total Expenditure</b>	<b>55.909</b>	<b>31.612</b>	<b>87.521</b>
Budgetary result for the year	15.147	557	15.704
<b>Cancellation of unused payment appropriations from previous year</b>	<b>1.654</b>	<b>757</b>	<b>2.412</b>
Budgetary result before carry over of assigned revenues from F&C	16.801	1.314	18.115

## 1.2. Final Budgetary Outturn after recognition of assigned revenues for fees and charges

	Preliminary Outturn 2008 before considering assigned revenues from fees and charges			Adjustments for carry over of assigned revenues	Final Outturn for 2008
	Certification activities	Regulatory activities	Total EASA		
<b>TOTAL REVENUE (a)</b>	<b>71.056</b>	<b>32.169</b>	<b>103.225</b>	<b>-2.309</b>	<b>100.916</b>
Title I: Staff	24.691	15.114	39.805		39.805
Title II: Administrative expenses	6.179	4.467	10.646		10.646
Title III: Operating Expenditure	25.039	12.031	37.070		37.070
Appropriation carried over from external assigned revenue			0	29.509	29.509
<b>TOTAL EXPENDITURE (b)</b>	<b>55.909</b>	<b>31.612</b>	<b>87.521</b>	<b>29.509</b>	<b>117.030</b>
<b>OUTTURN FOR THE FINANCIAL YEAR (a-b)</b>	<b>15.147</b>	<b>557</b>	<b>15.704</b>	<b>-31.818</b>	<b>-16.114</b>
<b>Cancellation of unused payment appropriations carried over from previous year</b>	<b>1.654</b>	<b>757</b>	<b>2.412</b>		<b>2.412</b>
<b>Budgetary result for the year</b>	<b>16.801</b>	<b>1.314</b>	<b>18.115</b>	<b>-31.818</b>	<b>-13.703</b>
<b>Assigned revenue from previous year</b>	<b>12.708</b>		<b>12.708</b>	2.309	<b>15.017</b>
<b>Exchange differences for the year (gain+/loss-)</b>			<b>0</b>		<b>4</b>
<b>BALANCE OF THE OUTTURN FOR THE FINANCIAL YEAR</b>	<b>29.509</b>	<b>1.314</b>	<b>30.823</b>	<b>-29.509</b>	<b>1.318</b>

Note:

The budgetary income is established on the basis of the income collected during the year. For certification activities, since the 1.06.2007, date of the entry into force of the Regulation (EC) 593/2007, the fees and charges, for their biggest part, are invoiced upfront in advance of the services rendered to the applicants. The corresponding advance payments are estimated at 22 M€ at the end of 2008. The increase versus the corresponding amount at the end of 2007 (13.5 M€) is due to the full impact of the new fees and charges regulation combined with a strong the improvement in the cash collection process.

In 2008, the Agency has used only non-differentiated appropriations.

The total commitment appropriations consumption reached 117.030 K€ (85.280 K€ in 2007), out of which 87.472 K€ (70.263 K€ in 2007) have been committed and 29.558 K€ (15.017 K€ in 2007) on credit appropriation from assigned revenue have been automatically carried over as per Article 10 of EASA Financial Regulation.

The total payment appropriations consumptions reached 117.030 K€ (85.280 K€ in 2007), of which 60.322 K€ (50.535 K€ in 2007) have been paid, 56.138 K€ (34.745 K€ in 2007) have been automatically carried over (26.580 K€ on commitments and 29.558 K€ on credit appropriation from assigned revenue) and 570 K€ have been non-automatically carried over.

The credit appropriations from assigned revenue of 29.558 K€, which were carried over automatically, are composed of 29.509 K€ external assigned revenue from Fees and Charges and 49 K€ from other assigned revenue.

Appropriations corresponding to earmarked revenues of 500 K€ for assisting in the Community Programme CARDS were authorised in the Initial Budget 2008. Finally only 450 K€ were received in 2008 from which 413 K€ were committed and 37 K€ credit appropriations have been automatically carried over.

### 1.3. Implementation of the budget in 2008

The table below shows the status of commitments and payments (C1+R0) as of 31<sup>st</sup> December 2008, together with the amounts carried over automatically to financial year 2009, excluding assigned revenues from fees and charges that were collected in 2008 but assigned to cover the cost of the services to be rendered in 2009 or thereafter.

	Appropriations	Commitments	%	Appropriations	Payments (2)	%	Carried over (3)	Total Payments (2) + (3)	%
<b>Staff Expenditure</b>	40.265	39.804	99	40.265	39.115	97	688	39.804	99
<b>Administrative Expenditure</b>	11.132	10.587	95	11.132	7.826	70	2.761	10.587	95
<b>Operational Expenditure</b>	37.379	36.354	97	37.379	13.364	36	22.990	36.354	97
<b>Totals</b>	<b>88.776</b>	<b>86.745</b>	<b>98</b>	<b>88.776</b>	<b>60.306</b>	<b>68</b>	<b>26.439</b>	<b>86.745</b>	<b>98</b>

#### Notes:

1. The overall budget execution of 98% is highly satisfactory. The largest part of the carry over is located in the operating expenditure and connected with payments to be made to the NAAs for outsourced certification work.
2. The commitment execution includes the non-automatic carried over amounts.
3. Operational Expenditure includes T4: Special Operations Programmes (CARDS project).

#### 1.4. Economic Outturn 2008

The economic outturn established on an accrual basis accounting reflects the economic results of the Agency's operations

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

	CERTIFICATION	REGULATORY	TOTAL EASA
<b><u>OPERATING REVENUES</u></b>			
Fees and Charges	59.624	-	59.624
Contribution from EC entities	-	28.682	28.682
Recuperation of expenses	-	315	315
Contribution from German Ministry of Transport	-	-	-
Contribution from North Rhein-Westfalia State	-	-	-
Grants received (CARDS )	-	273	273
Contribution from EFTA/3rd countries	-	1.377	1.377
<b>Total operating revenues</b>	<b>59.624</b>	<b>30.647</b>	<b>90.271</b>
<b><u>OPERATING EXPENSES</u></b>			
Staff expenses	(23.354)	(14.331)	(37.685)
Buildings and related expenses	(3.486)	(2.234)	(5.721)
Other expenses	(2.656)	(1.874)	(4.531)
Depreciation and write offs	(1.077)	(620)	(1.696)
Outsourcing and contracting activities	(19.090)	(6.377)	(25.467)
<b>Total operating expenses</b>	<b>(49.663)</b>	<b>(25.437)</b>	<b>(75.100)</b>
<b>Surplus(Deficit) from operating activities</b>	<b>9.961</b>	<b>5.210</b>	<b>15.171</b>
<b><u>NON-OPERATING REVENUES(EXPENSES)</u></b>			
Financial operations revenues	2.050	-	2.050
Interest received from third parties	-	-	-
Financial operations expenses	(9)	(2)	(11)
Interest paid to third parties	(9)	(3)	(12)
<b>Surplus(Deficit) from non-operating activities</b>	<b>2.032</b>	<b>(4)</b>	<b>2.028</b>

(continues overleaf)

<b>Surplus(Deficit) from ordinary activities</b>	<b>11.993</b>	<b>5.206</b>	<b>17.199</b>
<b>Surplus(Deficit) from extraordinary activities</b>			
<b>Net surplus for the period</b>	<b>11.993</b>	<b>5.206</b>	<b>17.199</b>

### **Annex 3: Procurement procedures finalised in 2008**

**OP:** Open Procedure

**NP:** Negotiated Procedure

**RP:** Restricted Procedure

Reference of Contract	Contractor's Name	Subject	Total (max) Value	Date of Signature	Date of Expiry	Type of Procedure	Reference of Procedure
EASA.2008.C01	F. Fagegaltier	Certification Services – Antonov	€ 26 000	01/01/2008	01/10/2009	DA	C.2007.NP.01
EASA.2008.C02	Moore Stephens LLP	Cost Analysis Services	€ 60 000	15/01/2008	31/03/2008	NP	A1.2007.NP.01
EASA.2008.C03.a	Moore Stephens LLP	Accounting Services	€ 48 090	16/01/2008	29/02/2008	NP	A1.2007.NP.02
EASA.2008.C03	Egis Avia	Convergence Plan for CARDS Countries	€ 388 700	29/02/2008	28/01/2009	OP	EASA.2007.OP.25
EASA.2008.FC05	LCC Travel / Top Service International Reisebüro GmbH	Travel Implant Implementation & Operation	€ 500 000	20/02/2008	19/02/2012	Publ. NP	EASA.2007.NP.26
EASA.2008.C06	NEA Transport Research and Training	Standard passenger & Baggage Weight Survey	€ 396 800	11/03/2008	31/03/2009	OP	EASA.2007.OP.28
EASA.2008.FC07	Deutsche Post In Haus Service	Postal Services	€ 1 850 000	26/02/2008	25/02/2012	OP	EASA.2007.OP.29
EASA.2008.FC08	BAD Gesundheitsvorsorge & Sicherheitstechnik GmbH	Medical Services	€ 750 000	10/03/2008	09/03/2012	NP	EASA.2007.NP.05
EASA.2008.FC09	IRS	Insurance Consultancy Services	€ 60 000	24/06/2008	23/06/2012	NP	A0.3.2007.NP01
EASA.2008.FC10	BCC Corporate	Mission Credit Cards	N/A	16/06/2008	15/06/2012	Commission RP	PMO02/PR/2007/015
EASA.2008.C11	Saechsisches Textilforschungsinstitut e.V.	Cargo Nets	€ 229 500	01/10/2008	31/12/2009	OP	EASA.2008.OP.02
EASA.2008.C12	Aeroconseil	COTS	€ 60 000	13/08/2008	12/02/2009	OP	EASA.2008.OP.04
EASA.2008.C13	Technische Universität Braunschweig	Spin Resistance	€ 234 840	20/08/2008	19/11/2009	OP	EASA.2008.OP.03

*(continues overleaf)*

Reference of Contract	Contractor's Name	Subject	Total (max) Value	Date of Signature	Date of Expiry	Type of Procedure	Reference of Procedure
EASA.2008.C14	Airsight GmbH	ICAO Annex 14 Study	€ 189 800	05/11/2008	04/06/2009	OP	EASA.2008.OP.01
EASA.2008.C15	Anotec Consulting	Background Noise Levels and noise levels from en-route aircraft	€ 89 750	23/10/2008	15/11/2009	OP	EASA.2008.OP.14
EASA.2008.FC16	Plischka Moebeltransporte	Caretaking and internal move services	€ 435 000	20/11/2008	19/11/2012	OP	EASA.2008.OP.09
EASA.2008.FC17	Gegenbauer Sicherheitsdienste GmbH	Security, reception, building surveillance and related services	€ 3 000 000	07/11/2008	06/11/2012	OP	EASA.2008.OP.05
EASA.2008.C18	R.G.W.Cherry & Associates	Study on cabin safety requirements	€ 94 900	28/11/2008	27/10/2009	OP	EASA.2008.OP.21
EASA.2008.C19	R.G.W.Cherry & Associates	Burnthrough Resistance of Fuselage	€ 56 900	28/11/2008	27/07/2009	OP	EASA.2008.OP.22
EASA.2008.C20	QINETIQ	Preliminary Impact Assessment on the safety of communications for Unmanned Aerial Systems (UAS)	€ 174 987	10/12/2008	09/12/2009	OP	EASA.2008.OP.08
EASA.2008.FC21	Atmosfair GmbH	Carbon Offsetting	€ 400 000	12/12/2008	11/12/2012	OP	EASA.2008.OP.16
EASA.2008.FC22	SAP	ERP implementation services	€ 7 000 000	14/11/2008	13/11/2012	NP	/
EASA.2008.C23	DLR	Aircraft Particulate Emissions	€ 299 922	17/12/2008	16/11/2009	OP	EASA.2008.OP.13
EASA.2008.C24	Steria Mummert Consulting AG	Study on outsourcing of EASA certification tasks	€ 488 300	12/12/2008	15/12/2009	OP	EASA.2008.OP.12
EASA.2008.C25	TÜV Rheinland Kraftfahrt GmbH	Carriage by air of special categories of passengers	€ 350 000	18/12/2008	17/11/2009	OP	EASA.2008.OP.15
EASA.2008.C26	EUROSTAR ATEBE	Europe/US International Aviation Safety Conference	€ 157 920	12/12/2008	11/06/2009	OP	EASA.2008.OP.17
EASA.2008.C27	BRE	Scientific & Medical Evaluation of EU OPS for Cabin Crew	€ 239 206	05/01/2009	15/11/2009	NP	EASA.2008.NP.42

(continues overleaf)

Reference of Contract	Contractor's Name	Subject	Total (max) Value	Date of Signature	Date of Expiry	Type of Procedure	Reference of Procedure
EASA.2008.FC28	MEDIA CONSULTA EVENT GmbH	Event Management & Catering Services	€ 3 000 000	05/01/2009	04/01/2010	OP	EASA.2008.OP.07 - LOT1
EASA.2008.FC30	804 GRAPHIC DESIGN	Graphic Design Services	€ 320 000	16/12/2008	15/12/2012	OP	EASA.2008.OP.07 - LOT 3
EASA.2008.FC31	EWORX	Web Site Services	€ 160 000	07/01/2009	06/01/2013	OP	EASA.2008.OP.07 - LOT 4
EASA.2008.FC32	MEDIA CONSULTA INTERACTIVE GmbH	Web Site Services	€ 160 000	18/12/2008	17/12/2012	OP	EASA.2008.OP.07 - LOT 4
EASA.2008.FC33	PLEON GmbH	Communication Strategy	€ 160 000	15/12/2008	14/12/2012	OP	EASA.2008.OP.07 - LOT 5
EASA.2008.FC34	MEDIA CONSULTA INTL HOLDING AG	Communication Strategy	€ 160 000	15/12/2008	14/12/2012	OP	EASA.2008.OP.07 - LOT 5
EASA.2008.FC35	AEROCONSEIL	Technical Training Services	€ 133 000/Lot	12/01/2009	11/01/2013	RP	EASA.2008.RP.30
EASA.2008.FC36	Berlin Technical University	Technical Training Services	€ 133 000/Lot	28/12/2008	27/12/2012	RP	EASA.2008.RP.30
EASA.2008.FC37	Baines Simmons	Technical Training Services	€ 133 000/Lot	05/01/2009	04/01/2013	RP	EASA.2008.RP.30
EASA.2008.FC38	R.G.W.Cherry & Associates	Technical Training Services	€ 133 000/Lot	07/01/2009	06/01/2013	RP	EASA.2008.RP.30
EASA.2008.FC39	Cranfield University	Technical Training Services	€ 133 000/Lot	14/01/2009	13/01/2013	RP	EASA.2008.RP.30
EASA.2008.FC40	EADS Apsys	Technical Training Services	€ 133 000/Lot	12/01/2009	11/01/2013	RP	EASA.2008.RP.30
EASA.2008.FC41	EAFAS	Technical Training Services	€ 133 000/Lot	04/02/2009	03/02/2013	RP	EASA.2008.RP.30
EASA.2008.FC42	ENAC	Technical Training Services	€ 133 000/Lot	13/01/2009	12/01/2013	RP	EASA.2008.RP.30
EASA.2008.FC43	IATA	Technical Training Services	€ 133 000/Lot	26/02/2009	25/02/2013	RP	EASA.2008.RP.30

(continues overleaf)

Reference of Contract	Contractor's Name	Subject	Total (max) Value	Date of Signature	Date of Expiry	Type of Procedure	Reference of Procedure
EASA.2008.FC44	JAA TO	Technical Training Services	€ 133 000/Lot	31/12/2008	30/12/2012	RP	EASA.2008.RP.30
EASA.2008.FC45	QINETIQ ETPS	Technical Training Services	€ 133 000/Lot	08/01/2009	07/01/2013	RP	EASA.2008.RP.30
EASA.2008.C46	BMT FLEET TECHNOLOGY	Runway friction characteristics measurement and aircraft braking	€ 250 000	05/01/2009	15/11/2009	OP	EASA.2008.OP.28
EASA.2008.C47	THE MET OFFICE	Hail Threat Standardisation	€ 196 351	05/01/2009	15/11/2009	OP	EASA.2008.OP.25
EASA.2008.C49	ATKINS LTD	Bird Strike Damage & Windshield Bird Strike	€ 150 000	12/01/2009	15/11/2009	OP	EASA.2008.OP.20
EASA.2008.C50	Eurocopter SAS	Small Helicopter Operational Monitoring Programme (HOMP) Trial	€ 196 480	14/01/2009	13/11/2009	OP	EASA.2008.OP.33
EASA.2008.C51	AcIAS e.V.	Safety Implications of Bio-fuels in Aviation	€ 295 600	21/01/2009	20/11/2009	OP	EASA.2008.OP.34
EASA.2008.C52	MOEBUS AVIATION	Part 66 & Part FCL Examinations	€ 49 994	02/02/2009	01/07/2009	NP	EASA.2008.NP.39

## **Annex 4: Staffing figures and demography**

The table below shows the Agency's staffing situation as of 31<sup>st</sup> December 2008:

Grade	Establishment Plan 2008 authorised in the budget	2008 Staffing Plan	Filled posts on 31/12/2008	Variance on the 2008 staffing plan
AD15	5	4	3	-1
AD14	2	1	2	1
AD13	9	5	5	
AD12	21	21	21	
AD11	32	17	17	
AD10	34	8	10	2
AD9	72	108	94	-14
AD8	62	46	42	-4
AD7	64	56	49	-7
AD6	37	58	47	-11
AD5	6	20	17	-3
<b>AD</b>	<b>344</b>	<b>344</b>	<b>307</b>	<b>-37</b>
AST7	1			
AST6	3	1		-1
AST5	10	4	4	
AST4	29	14	10	-4
AST3	30	31	28	-3
AST2	29	49	47	-2
AST1	6	9	7	-2
<b>AST</b>	<b>108</b>	<b>108</b>	<b>96</b>	<b>-12</b>
<b>TOTALS:</b>	<b>452</b>	<b>452</b>	<b>403</b>	<b>-49</b>

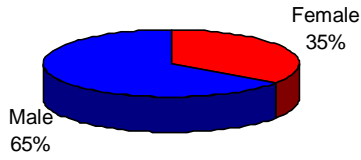
**Analysis**

On 31/12/2008 **403** temporary agents are active.

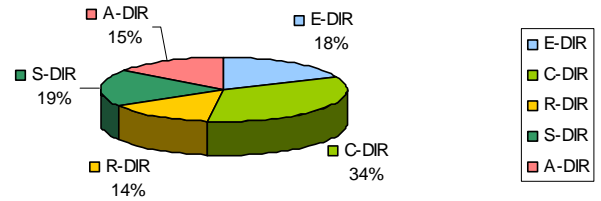
In addition, the agency employed **37** contract agents.

The graphs below give an indication of the demography of the staff at the Agency as of 31st December 2008.

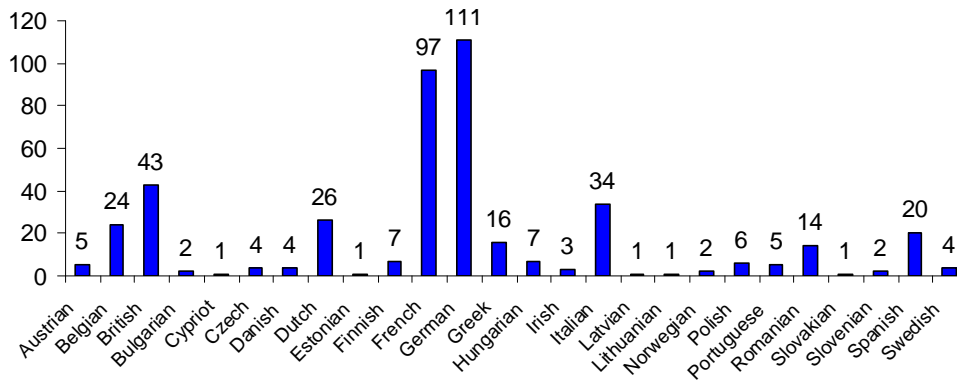
### Gender Distribution



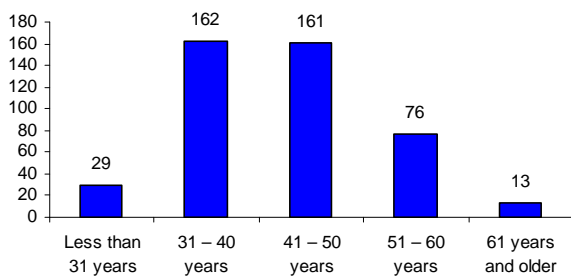
### Distribution per Directorate



### Nationality Distribution



### Age Distribution



## ***Annex 5: Declaration of Assurance from the Authorising Officer***

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

- Declare that the information contained in this report gives a true and fair view<sup>2</sup>.
- State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principle of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

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

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

The following context is to be noted:

The Agency has made, over the last years, significant efforts to manage its start up period. Regarding the systems, concrete progresses have already been initiated related to the implementation of an Enterprise Resources Planning, which will continue over the next years.

Place Cologne                      Date

Signature

Patrick Goudou, Executive Director of the  
European Aviation Safety Agency

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<sup>2</sup> True and fair view in this context means a reliable, complete and correct picture of the state of affairs.

