

Annual Activity Report 2018



EASA

European Union

Aviation Safety Agency



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Management Board's assessment

MB 2019-01

ANALYSIS AND ASSESSMENT OF THE ANNUAL ACTIVITY REPORT OF THE AUTHORISING OFFICER FOR THE YEAR 2018

THE MANAGEMENT BOARD,

Having regard to the Regulation (EC) No 2018/1139 of the European Parliament and of the Council of 11 September 2018,

Having regard to the Financial Regulation of the European Union Aviation Safety Agency (MB/14/2013) and in particular Article 40 thereof,

Having regard to the Work Programme of the European Union Aviation Safety Agency for the year 2018 adopted by the Management Board in November 2017,

Having regard to the Annual Activity Report of the Authorising Officer of the European Union Aviation Safety Agency for the year 2017 as submitted to the Board in June 2018,

1. Welcomes the results presented in the Annual Activity Report of the Authorising Officer as well as the performance achieved in discharging the tasks under EASA's new Basic Regulation 2018/1139.
2. The activity report is considered by the Management Board to provide a faithful and comprehensive account undertaken by the Agency in 2018. It notes that the actions outlined in the Annual Work Programme 2018 were well achieved.
3. The Management Board also welcomes that the contents of the Annual Activity Report follow those of the Annual Work Programme 2018. The Agency is encouraged to continue this practice in future reporting linking closer the two documents.

Based on the report and close co-operation with the Agency I can see continuous improvement of the performance throughout the organisation. It is also notable that

- EASA continuously develops the SPD;
- actively built up the partnership with the Member States;
- continuously improves the communication with stakeholders; and
- is capable for dynamic reaction, whenever it is needed.

Cologne, 04 June 2019

For the Management Board

Pekka Henttu

Chair of the Management Board



Executive Summary

2018 was a landmark year for EASA, with the entry into force of the new Basic Regulation on 11 September 2018. This Regulation gives the European aviation safety system more competencies as well as new tools and flexibility mechanism to face the fast-paced changes of an aviation sector marked by steady growth, unprecedented technological transformation, but also economic and environmental pressures and new threats such as cybersecurity. An important part of EASA's efforts in 2018 focused therefore on the successful transition to this new regulatory framework with limited resources and efficiency measures implementation.

Next to EASA's traditional activities, key areas in 2018 included:



New Challenges for aviation

To ensure the safe introduction of **drones**, while respecting the privacy and security of European citizens, EASA published an innovative Opinion on the operation of small drones in Europe, paving the way for new European rules adopted at the beginning of 2019. It also partnered with fellow EU Agencies EMSA and FRONTEX to support the increasing use of drones in multi-country maritime and cross-border control operations.

In the area of **cybersecurity**, preparing a European Cybersecurity Strategy, strengthening the cooperation among all stakeholders, and adapting the regulatory framework to ensure that cybersecurity risks are properly managed, were at the centre of EASA's work in 2018.

EASA stepped up its efforts to meet the challenges of **digitalisation**, through the use of latest technologies in its work (certification, paperless finance), as well as by working with stakeholders in domains such as intelligent data collection and analysis (Data for Safety and ECCAIRS II programmes).



A flexible and risk-based safety system

General Aviation (GA) remained one of EASA's strategic priorities in 2018 with the launch of the second phase of its GA Roadmap for a truly safer and more accessible General Aviation, using also new flexibility provided by the new Basic Regulation.

Improving **Rotorcraft Safety** is the objective of a new roadmap developed together with EASA's stakeholders and including a wide range of actions (from training to research and rulemaking). The priority – based on the numbers of accidents – will be given to GA and small operators.

Ground Handling was a new area of activity for EASA. In 2018, work focused on identifying potential safety issues and mitigating actions in a roadmap which was presented to stakeholders in March 2019.



Strengthening the partnership with Member States

The new Basic Regulation provides further tools for EASA and the Member States to work closer together in a more flexible way. Assessing ways to strengthen this partnership was an important priority for EASA in 2018 and beyond.

EASA also launched the [implementation support programme](#) for EU authorities. Its wide spectrum of activities goes beyond training or oversight support, and includes for example the establishment of a liaison office in Greece.

Promoting sustainable aviation

Throughout 2018 EASA worked with EUROCONTROL and the European Environment Agency on the [European Aviation Environmental Report](#) (published in January 2019), providing an updated assessment of the environmental performance of the aviation sector. It also launched a dedicated [Electrical & Hybrid Aviation](#) Project to enable the safer introduction of electrical aviation in Europe.

Increasing the EU's global presence

EASA put additional emphasis on [international cooperation](#) in 2018, to ensure high safety standards for citizens and a global level playing field for European industry. This included the negotiation of new Bilateral Aviation Safety Agreements with China and Japan, new Working Arrangements with Russia and Israel, and an expanded technical cooperation reach. EASA's partnership with ICAO and its role in the European coordination on [ICAO](#) matters were also at the forefront of EASA's efforts.

Making better use of our resources

In a context of stable resources a number of tangible [efficiency gains](#) were achieved during 2018 which together with the [de-prioritization](#) or postponement of activities linked to research, third country operator, rulemaking, internal IT development, allowed a certain redeployment of capacity towards EASA's priorities, new challenges of aviation and additional competencies arising from the New Basic Regulation.

Finally, EASA initiated a review of its [Fees and Charges](#) Regulation towards a cost-reflective, innovative charging scheme, which will be supported by further efficiency gains and provide for new products and innovations (e.g. electric propulsion and urban air mobility).

The present Annual Activity Report further details the achievements of EASA in 2018.



The Agency in Brief

The European Union Aviation Safety Agency (EASA) is responsible for ensuring safety and environmental protection in air transport in Europe.

It was established in 2002 and is located in Cologne (Germany) including an office in Brussels as well as four international permanent representations in Canada, USA, Singapore and China.

EASA's Purpose:

- ➔ Ensure the highest common level of safety protection for EU citizens
- ➔ Ensure the highest common level of environmental protection
- ➔ Single regulatory and certification process among Member States
- ➔ Facilitate the internal aviation single market & create a level playing field
- ➔ Work with other international aviation organisations & regulators

Key Facts:

Examples of achievements during 2018

- ➔ 2,634 Certification approvals issued.
- ➔ 321 Airworthiness Directives (ADs) delivered including revisions and corrections as well as 26 Emergency ADs.
- ➔ 11 Conflict Zone Information Bulletins published, with operational recommendations
- ➔ 3 Opinions and 13 decisions published in terms of regulatory activity
- ➔ 101 standardisation inspections performed by EASA.
- ➔ 89 new applications processed for Third Country Operator (TCO) authorisations.



Multi-annual Objectives

Derived from the ten **key priorities** defined by the **Juncker's** Commission:

1. **Jobs, Growth and Investment**
 - ✓ Creating jobs and boosting growth
2. **Digital Single Market**
 - ✓ Bringing down barriers to unlock online opportunities
3. **Energy Union and Climate**
 - ✓ Making energy more secure, affordable and sustainable
4. **Internal Market**
 - ✓ Stronger industry, fewer national trade barriers, stricter business ethics
5. **Economic and Monetary Union**
 - ✓ A deeper and fairer economic and monetary Union
6. **EU-US Free Trade**
 - ✓ Reaching a reasonable and balanced trade agreement
7. **Justice and Fundamental Rights**
 - ✓ Upholding shared values, the rule of law and fundamental rights
8. **Migration**
 - ✓ Towards a European agenda on Migration
9. **EU as a Global Actor**
 - ✓ A stronger global actor
10. **Democratic Change**
 - ✓ Making the EU more democratic

Commissioner Violeta Bulc identified the following as **key priorities** for the transport sector:

- Jobs, Growth and Investment
- Internal Market
- EU as a Global Actor
- Democratic Change



Cascading from these priorities, the Transport Agencies of the European Commission were assigned the following objectives:

- Become global leaders
- One-stop shop for all domain-related matters, as defined in the Basic Regulation
- Efficiency effort to be made, in particular on the simplification of processes
- Support to the industry
- Strategic alignment with the Juncker Objectives
- Innovative funding schemes



In turn, EASA applied these priorities to the aviation domain formulating following [strategic statements](#):

1. Our ambition is to be the [foremost Aviation Safety Agency](#) in the world
(Linked to the Juncker objective: EU as Global Actor)
2. The Agency works on safety, in a proactive manner, helped by an [enhanced safety analysis](#) capability
(Linked to the Juncker objective: EU as Global Actor)
3. [One system](#) based on partners working in an integrated, harmonised and coordinated manner
(Linked to the Juncker objective: Jobs, Growth and Investment)
4. The Agency builds on [committed](#), [agile](#) and [talented](#) staff
(Linked to the Juncker objective: EU as Global Actor)
5. [Rules](#) are [smart](#), [proportionate](#) and contribute to the competitiveness of the Industry
(Linked to the Juncker objective: Jobs, Growth and Investment)
6. The Agency will continue to be [independent](#) from political or economic influence in all its safety actions
(Linked to the Juncker objective: EU as Global Actor)

These strategic statements were the basis for ranking EASA's activities in 2018. The achievements described in this chapter can be linked to at least one of the above.



Part I – 2018 Key achievements

I.1. Strategy & Safety Management Directorate

Objective and scope

In 2018, the Strategy & Safety Management Directorate of EASA continued to work on a risk-based safety management system. This system consists of reactive and proactive elements to ensure that both historical data is used effectively and emerging issues (such as new business models and new technologies, cybersecurity and UAS) are identified, prioritised and assessed. This effort will drive the transition towards an efficient, proactive and evidence-based safety system, which will rely on the following two pillars:

- The strengthening of the safety intelligence and safety performance functions. This will require on one hand an enhanced safety data analysis capacity to better identify, prioritise and assess safety issues, and in the other hand to measure safety performance according to a meaningful set of performance indicators. In particular, EASA is developing the Data4Safety ('big data') programme that will provide a big data platform and an improved analysis capability at European level.
- The development of a top-down, risk-based safety planning function (rulemaking, safety promotion, research, focused oversight). This will rely upon the European Plan for Aviation Safety (EPAS) as the vehicle to establish EU-wide strategic safety priorities and decide upon the most efficient and cost-effective set of safety actions.

In addition, the Directorate is in charge of the Agency's international cooperation activities, which include developing Working Arrangements (WAs), implementing Bilateral Aviation Safety Agreements (BASA), strengthening relations with ICAO, and supporting partner countries through technical cooperation and assistance programmes.

I.1.1 Safety Intelligence and Performance

Objective and scope

Safety promotion is a key enabler to attain the safety improvements identified in the European Plan for Aviation Safety (EPAS). Additionally, EASA's Work Programme 2018 identified safety promotion as a pivotal activity for developing a safety culture in Europe. In 2018, EASA developed a new safety promotion strategy that will be formally launched in Q2 2019 under the brand *Safety Together!* Already in the development stage of the strategy, EASA began to ramp up its efforts in this area with a number of major deliverables. Safety promotion is considered by the whole aviation community as an efficient safety improvement instrument. Involving stakeholders in the development, dissemination and evaluation of safety promotion is key for success.

As regards the European Big Data Programme, Data4Safety, 2018 saw further important developments in this key strategic priority identified in EPAS. The necessary IT architecture,



as well as essential governance components that will enable safety analysis, have been created. These included: a D4S Big Data platform; the 'data pipes' that will allow to collect data from owners and have it processed onto the platform itself; the signing of data sharing agreements; and the selection and on-boarding of a second provider of advanced analytics (Data Scientists).

In 2018, the first SYS inspections took place, covering the implementation of Regulation (EU) No 376/2014 on the reporting, analysis and follow-up of occurrences in civil aviation. Likewise, the Collaborative Analysis Groups (CAGs) completed several safety issue assessments and initiated new ones during the year. SM1 provided support and the secretariat to the new Commercial Aeroplane Safety Committee (CAS.COM) that kicked off its activities towards the end of 2018. The CAS.COM was created by the EASA Stakeholders Advisory Body (SAB) to complement the existing committees with a view to 'focus on safety risk management and safety strategic developments' with a 'specific focus in the field of Commercial Air Transport by Aeroplane'.

Work Programme 2018	
Key process/Action. Strategic Objective 2.1, 2.2, 1.1	Safety Intelligence and Performance (comprises: Safety Data, Occurrence Reporting, Accident follow-up, Safety Analysis, Safety Risk Management) (activity: safety management; funding source: Subsidy Funded)
Expected output	Develop an integrated, collaborative approach to the exchange and management of safety data at European level to support the needs of the European aviation community. Ability to exploit data sources such as the European Central Repository (ECR), the Safety Recommendations Information System and any other identified sources by EASA and the Members States.
Indicator (KPI)/Milestone	The majority of Member States use European data sources to support their own safety risk management activities.
Annual Activity Report 2018: Key Achievements	
European Central Repository (ECR)	Data from the ECR was again included in the EASA Annual Safety Review. The Network of Analysts (NoA) continued to work on improvements to the data quality in the ECR. In 2018, the Agency began its SYS inspection programme, covering the implementation of Regulation (EU) No 376/2014 on the reporting, analysis and follow-up of occurrences in civil aviation.
Reinforce EASA's role in the coordination of safety analysis in Europe	The Network of Analysts held two meetings in 2018, of which one was held at the IAA's headquarters in Dublin. The meetings focused on collaborative analysis by NoA members and sharing information on safety issues from different groups, in order to identify and then act on the priorities of the NoA analysis.
Continue implementing improvements to the safety analysis process: Enhance European Safety Risk Management (SRM)	The Collaborative Analysis Groups (CAGs) completed several safety issue assessments in 2018. The groups also initiated new assessments of safety issues based on the prioritisations set out in the safety risk portfolios. On completion of preliminary identification, analysing and monitoring safety issues, some of the CAGs began to further refine their safety risk portfolios, by reviewing information in more detail in order to prioritise safety issues.



	A more strategic look at the safety issues has been provided via the new CAS.COM, with comparisons made between the strategic issues raised by the CAT, ATM and HF CAGs, and those highlighted by the CAS.COM. This supports a more forward-looking approach to prioritisation and assessment of safety issue.
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Work Programme 2018

Key Process/Action. (related to strategic objective 1.1; 2.1; 2.2)	European Big Data programme – Data4Safety – (activity: safety management; funding source: Subsidy Funded and per MB agreement funds from F&C reserve)
Expected output	Launch and deliver the proof of concept phase of the European Big Data programme ‘Data4Safety’. This collaborative and voluntary programme provides the necessary data-driven systemic risk identification and a common platform for the analysis needed to support the EPAS.
Indicator (KPI) / Milestone	Milestone: <ul style="list-style-type: none"> Data4Safety delivers an initial set of outputs: first set of metrics, first directed study.

Annual Activity Report 2018: Key Achievements

Deploy the first phase of the European Data Exchange Programme	<p>The enhancement of aviation safety will require a massive collection of data coupled with the capacity to analyse it. Currently, the data and the analytical capacity are fragmented and scattered across different organisations in Europe. The Data4Safety (D4S) programme’s purpose is to take advantage of Big Data technologies to organise the collect of data and support its analysis, as well as support European technologies and market leadership in civil aviation to enhance the European know-how in Big Data technologies.</p> <p>In this context, EASA set up a roadmap for a Proof of Concept phase that kicked off in 2017 and is expected to be delivered by the end of 2020. In parallel, EASA is taking a series of actions to prepare for the operational phase that will start at the end of the Proof of Concept (PoC) and will elaborate an adapt it to run the programme on a long-term basis.</p> <p>Since the kick-off of the PoC, EASA has secured the membership of the D4S programme by the key founding partners (LH Group, British Airways, Iberia, Ryanair, EasyJet, Airbus, Boeing, the European Cockpit Association and the NAAs from FR, UK, IR and SP) and collaborated with them to define the D4S programme’s governance, which resulted in the establishment of two main platforms that will support the operational tasks: (1) the Analysis Platform, and (2) the Big Data platform.</p> <p>As to main deliverables, in 2017 the Programme Charter was signed by the founding members, a Big Data provider was selected via a public tender procedure and the Use Cases of the PoC were identified and specified with the programme partners.</p> <p>In 2018, EASA focused on building the architecture that had been agreed with the Programme’s founding members and securing the set-up of the remaining components to have a fully operational programme. The main deliverables were:</p>
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	<p>(1) The set-up of a Big Data solution – <i>D4S Foundry</i>, adapted to the scope and objectives of the D4S PoC, namely the D4S Big Data Platform, and the set-up of the required industrial data pipes (both legal and technical instruments that enable data collection from the data owners and its processing into the D4S Big Data IT solution).</p> <p>(2) The selection and on-boarding of a second provider for the Data Scientists that will augment the analysis work conducted by the Aviation Experts (implementation of the Use Cases).</p>
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Work Programme 2018	
Key Process/Action. Strategic Objective 2.1	Safety Promotion (activity: safety management; funding source: Subsidy Funded)
Expected output	Safety Promotion is effectively used as a means to mitigate safety issues/risks
Indicator (KPI) / Milestone	KPIs: <ul style="list-style-type: none"> • Implementation Safety Promotion Programme • Safety Promotion Resource Engagement • Cooperation with stakeholders: proportion of safety promotion materials and actions jointly developed
Annual Activity Report 2018: Key Achievements	
Increase Safety Promotion visibility	<p>The Safety Promotion programme was adopted as part of the EPAS and of an integrated programming activity along with Rulemaking, Research and other actions needed to address safety risks in a consistent manner.</p> <p>The visibility of Safety Promotion was significantly increased in 2018 through the targeted use of social media and specific campaigns and actions that reached out to specific operational communities. The Runway to Christmas campaign reached over 250,000 people with messages about the activities that were conducted in 2018. In addition, the Agency targeted the General Aviation community through the new Sunny Swift cartoon series and a campaign on Airspace Infringements that was launched at the AERO event.</p> <p>Following the completion of the new Safety Promotion Strategy, the Agency is now developing a new Safety Promotion website whose launch is expected in 2019.</p>
EASA Safety Promotion material	<p>The proportion of Safety Promotion Tasks (SPTs) in the EPAS 2018-2022 decreased to 20 %, however it must be borne in mind that some general tasks were introduced in each domain to promote the most important safety issues included in the Safety Risk Management process. This will lead to an increased amount of Safety Promotion activities in the future and, once the programme has been formally launched, there will be at least one deliverable per month in each domain.</p> <p>A number of Safety Promotion deliverables were completed. This included the campaign on Airspace Infringements and guides on FDM</p>



	good practices. The Agency organised various Safety Promotion events such as AERO, HELITECH Intl. and the EATS training symposium.
Building up Collaborative Promotion Activities with Member States and Industry	<p>EASA's Safety Promotion consists of two major collaborative activities:</p> <p>1) The Safety Promotion Network (SPN) was established in 2016 to work with the Member States on Safety Promotion coordination and cooperation. Its primary role is to coordinate the Safety Promotion Plans, share the workload of developing and disseminating material, and evaluate Safety Promotion material and actions. The SPN held two meetings in 2018, which helped to support the development of the Safety Promotion Strategy as well as coordinate the campaign on Airspace Infringements. The SPN also held an additional meeting specifically to develop the Safety Promotion Plan with regard to the implementation of the new EU Drone Rules.</p> <p>2) The European Safety Promotion Network Rotorcraft (ESPN-R) was established in January 2017 by the Rotorcraft (R.COM) and is coordinated by EASA, Airbus Helicopters and the European Helicopter Association (EHA). The group held a number of subgroup meetings and also hosted a Safety Workshop at HELITECH Intl. in Amsterdam. The Safety Workshop is a public event co-organised by ESPN-R and the US-based International Helicopter Safety Team (ISHT) for the European Helicopter Association (EHA).</p>

Work Programme 2018	
Key Process/Action. (related to strategic objective 6.1; 2.1)	Research Strategy (activity: safety management; funding source: Subsidy Funded)
Expected output	Consolidate and deliver a Research Strategy that supports the needs of the EPAS and wider aviation industry. If approved, EASA will also deploy its own funding (F&C reserve) to launch or co-finance research projects, next to grants or delegation agreements.
Indicator (KPI) / Milestone	<p>KPIs:</p> <ul style="list-style-type: none"> Timely execution of committed research projects Research Resource Engagement <p>Milestone 2018:</p> <ul style="list-style-type: none"> Secure additional funding from F&C reserve and/or European Commission earmarked funds
Annual Activity Report 2018: Key Achievements	
Increasing evidence base for safety research programming	<p>Safety issue analysis and impact assessments drive the decision-making for the EPAS. Research priorities are based on common criteria, available data and judgement made by the Agency's research committee (ERC).</p> <p>During 2018, the prioritisation of research needs to support the EPAS was streamlined.</p>



	The mechanism for direct funding of the EPAS and the Agency's research priorities by the EU (i.e. the H2020 programme) has progressed. A delegation agreement is being prepared.
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Work Programme 2018	
Key Process/Action. (related to strategic objective 6.1; 2.1)	Cybersecurity in Aviation and Emerging Risks (activity: safety management; funding source: Subsidy Funded)
Expected output	Create the proper environment under which the aviation community is prepared to effectively address the cybersecurity risks faced by the aviation sector. This environment should: <ul style="list-style-type: none"> • foster the sharing of information between all the involved actors, in order to develop a complete cybersecurity risk landscape and to allow the identification and sharing of new risks and the rapid reaction by all parties, • include a strong and flexible regulatory framework supported by appropriate international cooperation and harmonization activities, and • ensure a high level of cybersecurity knowledge and competence of the different actors.
Indicator (KPI) / Milestone	Milestones 2018: <ul style="list-style-type: none"> • Development of a Strategy for Cybersecurity in Aviation • Timely completion of the regulatory deliverables defined in the EPAS (NPA 2018Q1) • Regular participation in all related ICAO initiatives and groups.
Annual Activity Report 2018: Key Achievements	
Cybersecurity	EASA focused on the following areas to better address cybersecurity risks in aviation: <ol style="list-style-type: none"> 1. Coordination of cybersecurity strategy and activities: <ul style="list-style-type: none"> — The European Strategic Coordination Platform (ESCP) was fully operational and involved in the coordination of all cybersecurity activities, including technical work streams on 'Regulatory', 'Charter/Strategy' and 'Shared Trans-Organisational Risk Management' matters. 2. Information sharing: <ul style="list-style-type: none"> — ECCSA (European Centre for Cybersecurity in Aviation). The initial Pilot-Phase was launched in March 2018, with a limited number of stakeholders and authorities. Among others the main topics are: the legal status of ECCSA, its membership and information-sharing rules and the services to be provided. The Pilot Phase is expected to conclude in Q1 2019, with the operational phase gradually starting around summer 2019. 3. Rulemaking and Standards: <ul style="list-style-type: none"> — Work continued on the rulemaking task RMT.0648 to introduce cybersecurity provisions in the different Certification



	<p>Specifications, with an NPA being very close to finalisation (expected to be published in Q1 2019).</p> <ul style="list-style-type: none"> — Significant work was performed, in coordination with the ESCP, on rulemaking task RMT.0720, which intends to introduce an Information Security Management System for organisations in all aviation domains. <p>4. Collaboration and Communication:</p> <ul style="list-style-type: none"> — Regarding international cooperation, EASA was involved in different initiatives with ICAO, FAA, NATO, ECAC and other EU Agencies, with the purpose of promoting the EU cybersecurity approach at global level. — An EASA representative participated in the ICAO Secretariat Study Group on Cybersecurity, to ensure duly consideration of the European approach. — EASA established a cooperation agreement with EUROCONTROL, in areas such as information-sharing (ECCSA), regulatory activities and training. <p>5. The Agency organised in collaboration with DGAC an ESCP high level meeting in Toulouse, in November 2018.</p> <p>6. Training and exercises:</p> <ul style="list-style-type: none"> — In Co-organisation with ENISA of, and participation in training sessions on cybersecurity in aviation. — EASA participated in different exercise events, offering its expertise for the development of different cyber-attack scenarios. — EASA and EUROCONTROL cooperated in training activities, as part of their cooperation agreement. <p>EASA was very active in developing cybersecurity training material for its staff.</p>
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Work Programme 2018	
Key Process/Action. (related to strategic objective 6.1; 2.1)	Risks to civil aviation arising from conflict zones (activity: safety management; funding source: Subsidy Funded)
Expected output	Implement, in cooperation with Member States and European institutions, a system that enables the provision of information on risks arising from conflict zones, in order to help airlines and aviation authorities in their own risk assessment and decision making processes
Indicator (KPI) / Milestone	Milestone 2018: <ul style="list-style-type: none"> • Comprehensive set of updated conflict zone information bulletins, based on a common EU risk assessment.
Annual Activity Report 2018: Key Achievements	



Conflict zones	<ul style="list-style-type: none"> – For the year 2018, 16 CZIBs (Conflict Zones Information Bulletins) were published and maintained – 1 safety-related rapid alert notification was released to the Risk Conflict Zones (RCZ) network – An ‘EASA Multi Stakeholder Conflict Zones’ workshop was hosted and chaired in Cologne – EASA takes part fully beside the Commission in the EU Risk Assessment meetings (chaired by DG Home) – The RCZ was consolidated by building on trust.
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I.1.2 Strategy & Programmes

Objective and Scope

The Agency manages and coordinates the preparation of EU regulation related to the civil aviation safety and environmental compatibility. In this context, EASA produces and submits opinions to the European Commission and adopts supporting certification specifications (CSs), acceptable means of compliance (AMC) and guidance material (GM). In order to produce fewer, better and more timely regulations, the Agency has streamlined and improved the involvement of key stakeholders in the rulemaking process, introducing progressively a performance-based environment and generalising fact-based decision-making by applying Impact Assessment methodologies at all stages of the process:

- Preliminary Impact Assessment (PIA) at the programming phase
- Regulatory Impact Assessment (RIA) at the Rule Development phase
- Ex post evaluations once the regulations have been implemented

In addition, the Strategy & Programmes area is responsible for the publication of the European Plan for Aviation Safety (EPAS), Single Programming Document (SPD), Annual Activity Report (AAR) and the European Aviation Environmental Report. These four documents allow the Agency to have a clear, unified and data-driven direction, supporting the decision-making process and the formulation of priorities.



Work Programme 2018	
Key Process/Action. (related to strategic objective 2.1)	Safety Planning (activity: Rulemaking; funding source: Subsidy Funded)
Expected output	Safety planning and programming fosters, through the EPAS, the improvement of European aviation safety while promoting competitiveness, innovation and emerging technologies that generate European success, and developing a European-wide safety management capability..
Indicator (KPI) / Milestone	KPI: <ul style="list-style-type: none"> Share of Efficiency tasks in the Safety programme Milestone 2018: <ul style="list-style-type: none"> Cybersecurity, unmanned air vehicles, and new business models included into the EPAS by 2018
Annual Activity Report 2018: Key Achievements	
NBR and EU regulatory capacity integrated in safety planning	The 2019-2023 edition of the EPAS reflects the new priorities agreed for the implementation of the new Basic Regulation (NBR) and was adjusted to cater for the real capacity of the EU regulatory system. As a result, a number of rulemaking projects had to be deprioritized. EASA and DG MOVE monitor the implementation of the plan via regular coordination meetings.
Updated strategy towards new technologies and innovation	New strategic elements were included in the area of rotorcraft as well as on how to safely integrate new technologies and concepts. Cybersecurity, unmanned air vehicles, electric and hybrid aircraft, drones and new business models have been included. New rulemaking tasks were added in the area of rotorcraft safety as well as the implementation of the NBR in Part-21. This was completed with research and safety promotion actions
Integrating sources of information	EPAS integrates safety information from the Standardisation Annual Report as well as the Annual Safety Review. The safety plan is also aligned with the ATM Master Plan.



Work Programme 2018	
Key Process/Action. (related to strategic objective 5.1; 5.2)	Rules Development (activity: Rulemaking; funding source: Subsidy Funded)
Expected output	EU performance-based regulations better adapted to an evolving environment
Indicator (KPI) / Milestone	KPIs: <ul style="list-style-type: none"> • Timely progress on Rulemaking Programme • Rulemaking process efficiency • Rulemaking resource engagement
Annual Activity Report 2018: Key Achievements	
Performance-based regulation	<p>The Management Board (MB) discussed and agreed the way forward for performance-based regulation at a dedicated workshop in April.</p> <p>The suitability of principles and criteria for a performance-based regulation is now assessed early in the rulemaking process. Elements of aviation safety regulation that can be addressed cost-efficiently in a performance-based manner are:</p> <ul style="list-style-type: none"> — identified as part of the rulemaking programming process, in particular in the context of preliminary impact assessments (PIAs); — confirmed through impact assessment or ex post evaluation of rules; — discussed and agreed with stakeholders on that basis; and — formalised in EPAS. <p>Regulations should be as efficient and performance-based as possible, and as prescriptive as necessary to provide legal certainty.</p>
Rulemaking programme execution	The execution of the Rulemaking programme is closely monitored through a new internal dashboard and close coordination with rulemaking staff. Resource engagement remains within the target and the process is becoming more efficient (the average time to develop rules is gradually reducing in comparison to previous years).



Work Programme 2018	
Key Process/Action. (related to strategic objective 5.1; 5.2)	Better Regulation (activity: Rulemaking; funding source: Subsidy Funded)
Expected output	Better Regulation: Activities and policies are performance-based and data-driven where appropriate; they are proportionate and contribute to the competitiveness of the industry.
Indicator (KPI) / Milestone	KPI: <ul style="list-style-type: none"> Preliminary Impact Assessments coverage Impact Assessment coverage Milestone 2018: <ul style="list-style-type: none"> Review KPIs
Annual Activity Report 2018: Key Achievements	
Evaluation of rules	<p>The evaluation of the impact of the implementation of Part-147 and Part-66 was finalised in 2018. The report concludes that the system needs further simplifications and adjustments to the new modern licencing system. The regulatory changes are now starting to be implemented.</p> <p>The evaluation of FCL rules for instructors was concluded in 2018. The evaluation of the pilot training requirements (initial and recurrent) was launched in 2018 to finalise the overview of the potential changes for the FCL domains. The results are expected in mid-2019.</p>
Digitalisation of rules (eRules)	<p>eRules is the Agency's project to digitalise the EU aviation rules. eRules is progressively becoming the single source for all aviation safety rules applicable to European airspace users. eRules offers easy (online) access to EASA's and EU Commission's rules and regulations as well as new and innovative applications such as rulemaking process automation, cross-referencing, and comparison with ICAO and third countries' standards.</p> <p>In 2018, the migration of the rules on Initial Airworthiness (including all CSs and related amendments) and SERA was completed. The Easy Access Rules books are available on the Agency's website in pdf format.</p>
Impact Assessment	<p>The Agency's rulemaking deliverables continue to be supported with Regulatory Impact Assessments. Additionally, all actions are subject to a preliminary impact assessment before they are included in EPAS.</p> <p>In 2018, EASA started to modify the rulemaking process so that all evidence could be collected and fully assessed before the launch of formal rulemaking. EASA also began work to develop a methodology to assess social impacts, in collaboration with the Social Partners and with the support of an external consultant.</p>
Quality of rules	<p>During 2018, the quality of published rulemaking deliverables was monitored by consulting stakeholders after each rulemaking document was published. Specifically, EASA conducted surveys on the technical and linguistic quality of the (draft) legal text and the explanatory note, the quality of the impact assessment and the application of performance-based principles. The level of satisfaction with the quality of deliverables continues to be very high.</p>



Work Programme 2018	
Key Process/Action. (related to strategic objective 5.1)	Develop smart standards on noise, emissions and CO2 (activity: Rulemaking; funding source: Subsidy Funded)
Expected output	Environmental standards are smart, proportionate and contribute to the competitiveness of the industry. The environmental standards include ICAO standards and recommended practices, Implementing rules, Acceptable Means of Compliance and Guidance Material and certification specifications.
Indicator (KPI) / Milestone	Milestones 2018: <ul style="list-style-type: none"> • Prepare for the adoption of environmental standard at the 11th meeting of the ICAO Committee on Aviation Environmental Protection (CAEP/11). • Prepare a Notice of Proposed Amendments on the outcome of the 11th meeting of the ICAO Committee on Aviation Environmental Protection (CAEP/11).
Annual Activity Report 2018: Key Achievements	
Environmental Protection	<p>The new non-volatile particulate matter (nvPM) emissions standard, which aims to reduce human health issues that are linked to small particles, and the aeroplane CO₂ standard entered into force with the New Basic Regulation in September 2018. EASA drove the technical standard setting and contributed its expertise to the discussion on related implementing rules.</p> <p>The Agency had a leading role in the ICAO standard setting process within the CAEP Working Group 1 (Noise Technical), which currently has a strong focus on supersonic aircraft, Working Group 3 (Emissions Technical) and the Modelling and Forecasting Group. EASA's Certification Directorate also led work in ICAO on CORSIA, a global aviation market-based measure to combat climate change.</p> <p>The work on the EASA-led European Aviation Environmental Report 2019, to be published in January 2019, was completed.</p> <p>Technical support was provided to the European Commission and the Member States for the CAEP/11 work programme and other policy-related issues in preparation for the CAEP/11 meeting in February 2019.</p> <p>EASA launched new initiatives to protect the environment and human health, namely an environmental label initiative and the environmental impacts of novel technologies (eVTOLs, supersonic aircraft).</p>



Work Programme 2018	
Key Process/Action. (related to strategic objective 1.1)	Business programming and reporting (activity: support activity; funding source: Mix Funded)
Expected output	Coordinate and deliver the annual Single Programming Document, prepare the Quarterly Report on progress made, regarding the implementation of the year's work programme and coordination of the Annual Activity Report. Together, these documents constitute EASA's management cycle, plan, act, do and check.
Indicator (KPI) / Milestone	Milestone 2018: <ul style="list-style-type: none"> • Ensure that the objectives of the Agency and of all directorates are defined by year's end. • Coordinate the preparation of planning, reporting and risks documents in a timely and comprehensive manner. • Ensure a correct cost management for the Agency regarding time tracking and project management. • Initiate a simplification of the programming cycle. • Initiate a refinement of Quarterly Reporting in accordance with the management needs and lessons learned. • Conceptualise and prepare the implementation of the programme management office
Annual Activity Report 2018: Key Achievements	
Single Programming document (SPD)	<p>Based on the feedback collected from the EASA's stakeholders, in particular the Resource Advisory Group (PAR) and EU Commission - DG MOVE, the structure and content of the SPD was further improved with a focus on:</p> <p>A. Facilitating the reconciliation of the financials and activities; together with</p> <p>B. Simplification and efficient use in both reading and production of the document.</p> <p>In this regard, the structure of the SPD was adapted based on the profit centres structure used in the financial structure, and activities were allocated across the key chapters of:</p> <ul style="list-style-type: none"> - Safety Intelligence & Performance - Product Certification - Organisation Approval - Third Country Operators - Standardisation - EU Ramp Inspection Programme - International Cooperation - Rulemaking - Applicant Services - Transversal and Enabling Activities. <p>Regarding the streamlining of the SPD process and working methodology of the document:</p>



	<ul style="list-style-type: none"> - A 'Director's vision' exercise was performed in the first half of the year to provide sufficient top-down guidance and facilitate the input of Operations and heads of department. The multi-annual and work programme objectives were reviewed, as well as the staff ceilings definition. - Business planning units were defined at department level, thus simplifying the structure. Templates were also reviewed to include reference to the actual and previous year as well as prior budget. - Cloud-based shared documents were introduced to improve collaboration and the transparency of resource allocation. <p>All the preparatory work conducted in 2018 resulted in the adoption of the SPD by the Management Board in February 2019.</p>
Quarterly reporting	<p>The introduction of quarterly reporting allowed EASA to monitor by directorate, throughout 2018:</p> <ul style="list-style-type: none"> - The objectives, - The activities and achievements, - The budget execution, - The status of the risks register, - KPIs evolution. <p>A summary of the status, findings, recommendations and actions plan was consistently presented for ExCom discussion as well as shared with the PAR advisory body.</p> <p>The deployment of a cloud-based solution facilitated the implementation of the reporting templates. In addition, a comparison of actual versus planned worked hours per process was developed, which allowed the management to monitor the use of resources by activity.</p>



Work Programme 2018	
Key Process/Action. (related to strategic objective 1.1)	Business Analysis (activity: support activity; funding source: Mix Funded)
Expected output	Assistance to the business in translating its operational pain points into a structure and content that can be used by IT to create an IT solution, which is fit to address the problems identified and aligns with EASA's IT architectural principles.
Indicator (KPI) / Milestone	KPI: <ul style="list-style-type: none"> Realised return on investment, compared to plan for IT projects Milestones 2018: <ul style="list-style-type: none"> Simplify the Charter Document in alignment with SM's Impact Assessment (Better Regulation) Refine the Business Analysis Deliverables and Guidelines Develop additional KPIs to enhance the monitoring of the Business Analysis' performance
Annual Activity Report 2018: Key Achievements	
Business Analysis Achievements	<p>In the first half of 2018, the Business Analysis team continued to support the ongoing projects in order to implement the 2016-2021 strategy.</p> <p>The business analysis documents were simplified after internal consultation and feedback from the business departments, as well as supplemented with the requirements of Business Continuity.</p> <p>The return on investment (ROI) analysis of the completed IT projects was also calculated.</p>
Digital Transformation	<p>As of mid-2018, with the expansion of the CORAL programme towards digital transformation and the change in the direction of the IT department, new priorities were identified and a revision of the IT strategy was initiated.</p> <p>As a consequence, new project initiatives and priorities arose, and a shift from a Business Analysis function towards an Information Management one was initiated - therefore the business analysis workload was slowed down.</p> <p>Further elaboration of the Business Analysis role will be defined encompassing the new IT strategy definition under the Digitalisation/CORAL programme.</p>

I.1.3 International Cooperation

Objective and Scope

The Agency concludes Working Arrangements (WAs) with foreign CAAs and participates in the negotiation and implementation of Bilateral Aviation Safety Agreements (BASA) and other aviation agreements, supporting the European Union efforts. On a multilateral basis, EASA is strengthening its relations with ICAO, in close coordination with the European Commission and the Member States. As part of its international activities, the Agency supports partner



countries in improving their oversight capabilities through technical cooperation and assistance programmes.

These activities are supported by EASA External Representations in China/North Asia, Canada, the US and Singapore/South East Asia.

Work Programme 2018	
Key Process/Action. (related to strategic objective 1.1; 3.1)	Bilateral agreement and working arrangement (activity: International Cooperation; funding source: Subsidy Funded)
Expected output	Bilateral Aviation Safety Agreements (BASAs) negotiated by the EU with proactive support from EASA. Conclusion by EASA of Working Arrangements (WAs), which reduce administrative and technical barriers for access to foreign markets, while improving aviation safety.
Indicator (KPI) / Milestone	<p>KPI:</p> <ul style="list-style-type: none"> • Timely progression on Working Arrangements • Timely progression on Bilateral Agreements <p>Milestones 2018:</p> <ul style="list-style-type: none"> • Implementation of Stakeholder Survey • Development of Technical Implementation Procedures to the future EU-China BASA • Agreement on both sides on the basic principles of the BASA with Japan
Annual Activity Report 2018: Key Achievements	
United States (FAA – Federal Aviation Administration)	<p>In 2018, further milestones were reached in the implementation of the Validation Improvement Roadmap and the related Technical Implementation Procedure (TIP) Revisions (see also Chapter 1.2.1, Certification). In the summer, the controversial issues of the reduction of the level of involvement and fees could eventually be resolved, and a decision on the reduction of the level of involvement and of corresponding fees was prepared and adopted by the Bilateral Oversight Board (BOB). The long standing issue concerning the list of NAAs was also resolved for BASA Annex 1 (Airworthiness). Agreement was reached in principle with the FAA on how to proceed towards the removal of the list of NAAs from Annex 2.</p> <p>Concerning the new Annexes 3 (on pilot licensing) and 4 (on flight simulation training devices), agreement was reached between EASA and the FAA on the technical content. Following the US Government coordination on drafting the annexes, the European Commission started the EU coordination process with the Member States, towards the adoption of the new annexes by the BOB.</p> <p>EASA and the FAA continued their work on a revision of the rulemaking cooperation guidelines that would allow for a more strategic harmonisation of rulemaking deliverables and alignment of rulemaking activities.</p>



Canada (TCCA – Transport Canada Civil Aviation)	EASA and Transport Canada signed in June 2018 the Terms of Reference for Cooperation Coordination. These establish practical arrangements for structured cooperation on issues of mutual interest related to civil aviation safety regulation, promotion and oversight. A Joint Committee under the EU – Canada BASA also took place in October 2018. In November 2018, a new version of the Maintenance Annex Guidance (MAG) was signed, which will enter into force in April 2019.
China (CAAC – Civil Aviation Administration of China)	<p>In 2018, the cooperation with the CAAC focused on the development of the Technical Implementation Procedures (TIP). EASA presented a complete draft TIP to the CAAC, with the intention of having it agreed upon by the end of the year. Moreover, four negotiation rounds were organised in Cologne and Beijing. In order to resolve pending issues and pave the way for the signature of the BASA, more TIP discussions are envisaged for 2019.</p> <p>The second EASA – CAAC Safety Conference took place in Madrid on 29-31 October 2018, supported by the EASA-managed EU-China Aviation Partnership Project and the Spanish Aviation Safety and Security Agency (AESA). The event consolidated its status as the main discussion platform for the Chinese and European stakeholders since its first edition in April 2017.</p>
Japan (JCAB – Japanese Civil Aviation Bureau)	In 2018, EASA actively participated in the EU-Japan BASA negotiation, providing technical support to the European Commission throughout the negotiation rounds. In addition, the related confidence building, managed by EASA on behalf of the EU, was successfully completed. EASA and JCAB also signed a new version of Appendix C (list of products) to the WA between EASA and JCAB.
Singapore (CAAS – Civil Aviation Authority of Singapore)	EASA and CAAS have started negotiations on a new Working Arrangement on maintenance, supported by confidence-building activities.
Russia (FATA - Federal Air Transport Agency)	EASA and FATA concluded a Working Arrangement on Airworthiness in January 2018, establishing a cooperation framework between the two authorities. The Working Arrangement envisages the assessment of the design oversight system of the Russian Federation. The assessment was initiated in 2018 and will be concluded by the publication by EASA of the final report following the second visit to FATA in January 2019. In parallel, EASA and FATA have started consultations on the Implementing Procedures for product certification to be annexed to the 2018 Working Arrangement.
Israel (CAAI – Civil Aviation Authority of Israel)	EASA and CAAI signed a Working Arrangement, replacing the one signed in 2004 and establishing a comprehensive, up-to-date framework for improved cooperation on product certification (design and production), as well as the procedures for EASA’s continued confidence in CAAI’s oversight of the approved design and production organisations in Israel. In addition, the new WA facilitates future collaboration in areas of common interest, such as regulation and certification of unmanned aircraft and design-related cybersecurity matters.



Pan-European partners	<p>EASA maintained its close cooperation with non-EASA European countries under the PANEP platform, and monitored the implementation of the EU aviation safety acquis in the EU neighbourhood through the EASA standardisation activities.</p> <p>Following the entry into force of the European Common Aviation Area (ECAA) agreement between the EU, its Members States, Norway, Iceland and the Western Balkan partners, EASA has been assisting the European Commission in the conduct of ECAA assessments in order to determine the progress of the Western Balkan partners in implementing this agreement.</p> <p>EASA also undertook to update the 2009 Working Arrangement with the Civil Aviation Agency of Georgia. The new Working Arrangement is expected to be signed in the course of 2019.</p>
Overview of signed Working Arrangements (WAs)	<p>WAs were signed with the Civil Aviation Authorities of Russia and Israel. Furthermore, EASA signed Memoranda of Understanding with the CAAs of Sri Lanka and the Maldives as well as with the Central American Aviation Safety Agency (ACSA/COCESNA).</p>

Work Programme 2018	
Key Process/Action. (related to strategic objective 1.2)	<p>Technical Support (activity: International Cooperation; funding source: Subsidy Funded)</p>
Expected output	<p>Recognition and respect of EASA as a strong partner with integrity, transparency and professional excellence. Based on this, EASA shall become the leading implementer of EU+funded aviation technical cooperation programmes, in partnership with the Member States.</p>
Indicator (KPI) / Milestone	<p>KPI:</p> <ul style="list-style-type: none"> • Timely implementation of work plans related to technical support to third countries • Quality of delivered projects based on stakeholder feedback
Annual Activity Report 2018: Key Achievements	
Technical cooperation projects	<p>In 2018, EASA implemented several technical cooperation and assistance projects supporting:</p> <p>The European Neighbourhood countries, including the Western Balkans and Eastern Europe. These projects aim to support the enhancement of safety and interoperability with European standards. In 2018, they included a new 2-year project, Instrument for Pre-Accession Assistance 4 (Western Balkans and Turkey), the Eastern Partnership / Central Asia project (launched in 2016 for a period of four years), and the ongoing project supporting Ukraine in the area of airworthiness.</p> <p>The Sub-Saharan Africa region. These projects support national authorities in complying with their international obligations and the enhancement of Regional Safety Oversight Organisations (RSOs). In</p>



2018, they included the new PASTA-CO project ('Projet d'Appui au Secteur du Transport Aérien en Afrique Centrale et Occidentale', running until the end of 2019), as well as a dedicated project for Zambia (launched in 2017 for a period of four years). In addition, a new project for aviation safety in Africa was under development.

Emerging markets, such as **China and South Asia**, to support safety and the interests of the EU industry and environment. In 2018, this included the EU-China Aviation Partnership project (initiated in 2015 for a period of five years) and the EU-South Asia Aviation Partnership Project (launched in 2017 for a period of four years).

The **South East Asian region**, and specifically the 10 countries of the Association of South East Asian Nations (ASEAN). In 2018, the projects involving this region included the ARISE Plus project, the EU-South East Asia Aviation Partnership Project (both projects launched at the end of 2017 for a period of four years), as well as a dedicated technical support project with CAA Thailand (2-year project launched in 2017).

Latin America and the Caribbean, to enhance the aviation partnership between the EU and this region, which was implemented mainly through the EU-Latin America and Caribbean Aviation Partnership Project (launched at the end of 2017 for a period of four years).

Furthermore, the Agency implemented projects to develop the safety oversight capacity of specific states (notably: Madagascar, Mongolia and several states in Latin America) and RSOOs, notably AAMAC (African and Malagasy Civil Aviation Authority).

As appropriate, EASA closely cooperates with interested EU Member States, EU industry, ICAO and other relevant stakeholders.

As part of this coordination at European level, a dedicated conference was organised by EASA and DG MOVE in February 2018. It gathered representatives from the European Commission, EU member state authorities and European industry, to increase awareness among the different players of the priorities and ongoing actions, and to enable a more strategic use of EU resources.



Work Programme 2018	
Key Process/Action. (related to strategic objective 1.2; 3.1)	ICAO cooperation (activity: International Cooperation; funding source: Subsidy Funded)
Expected output	<ul style="list-style-type: none"> • The EU position on matters that fall within the EU/EASA competence are timely represented in ICAO standard setting activities (participation in ICAO panels) and high-level events, following efficient pre-coordination among all the European stakeholders led by EASA. • The role of EASA in the European coordination process (in matters that are within its competence) is well understood and ensures a better use of resources, improved efficiency and effectiveness and a coordinated promotion of Europe's common aviation interests.
Indicator (KPI) / Milestone	<p>KPI:</p> <ul style="list-style-type: none"> • Timely provision of recommendations on ICAO State Letters for use by Member States (MS) • Timely delivery of compliance checklists for use by MS <p>Milestones 2018:</p> <ul style="list-style-type: none"> • Timely coordination of European positions and contributions to the ANC13 (Air Navigation Conference) • The RSOO Cooperative Platform is set up, operational and delivers according to the agreed Work Plan
Annual Activity Report 2018: Key Achievements	
USOAP-CMA audit	In June, ICAO published the final report of the USOAP-CMA audit of EASA, confirming the effective implementation rate of 97.46 %. This very high effective implementation rate puts EASA among the top three aviation regulators in the world.
European coordination	<p>The key ICAO event of the year was the 13th Air Navigation Conference (9-19 October 2018). EASA provided the secretariat to the European coordination group that prepared the conference and ensured technical coordination on the safety stream on the spot, while contributing to technical coordination on the air navigation stream. In addition, four working papers and one Information Paper were drafted by EASA.</p> <p>In Furthermore, EASA continued to develop draft recommendations to state letters and provide compliance checklists for ICAO Annexes.</p> <p>In December, the meeting of ECAC Directors-General decided to create a permanent European Safety and Air Navigation Coordination Group (ESANCG) on ICAO issues. All 44 ECAC States were invited to participate. The group is chaired by the EC and a Member State on behalf of ECAC. The Secretariat is provided by EASA. The group will first focus on preparing the 40th ICAO Assembly in 2019. It will also discuss important State Letters and set European policies in the area of Safety and Air Navigation.</p>
EUR Regional Aviation Safety Plan	In November 2018, the joint meeting of the European RASG (Regional Aviation Safety Group) and EANPG (European Air Navigation Planning Group) adopted the first version of the EUR Regional Aviation Safety Plan, based on the latest edition of the European Plan for Aviation Safety. This was achieved thanks to the close cooperation with the EUR/NAT office



	and will allow to promote safety across the region without putting additional burden on the EASA Member States.
Regional Safety Oversight Organisations (RSOO)	Throughout the year, EASA, in close cooperation with ICAO, managed to raise the profile of RSOOs through the successful operation of the RSOO Cooperative Platform, a Working Paper on RSOOs that was supported at the AN-Conf/13, and by providing support to ICAO's RSOO work through a secondee.

Work Programme 2018	
Key Process/Action. (related to strategic objective 3.2)	Technical Training (activity: support activity; funding source: Mix Funded)
Expected output	<ul style="list-style-type: none"> Highly trained and competent EASA staff A more effective and consistent training for aviation inspectors in the EASA system through common training and assessment standards An ECQB with a set of relevant, correct and up-to-date questions covering all relevant areas for initial ground training for commercial pilots
Indicator (KPI) / Milestone	<p>KPI:</p> <ul style="list-style-type: none"> Performed trainee days (technical) per year Trainee satisfaction For ECQB: number of newly developed questions and of reviewed existing questions per year <p>Milestones 2018:</p> <ul style="list-style-type: none"> Expansion of training products in the area of Safety Management, Cybersecurity and the new Basic Regulation ECQB: new version of the databank developed on the basis of thoroughly updated syllabus and learning objective structure
Annual Activity Report 2018: Key Achievements	
Technical training	<p>In 2018, EASA continued to implement its new aviation training strategy as planned. Technical Training services were provided to all four stakeholder groups - EASA staff, NAA staff, industry staff and students.</p> <p>EASA provided in 2018 2 833 technical training days, a volume comparable to 2017 levels, but very high compared to the previous years. This sustainable improvement has been achieved through a new training concept, based on a new training policy, the availability of training programmes, an annual training process, and the support through training coordinators per directorate.</p> <p>Technical Training significantly increased the development of new training products. It expanded the available training courses in the defined priority areas: safety management, new risk scenarios - as cybersecurity - and subjects related to the new Basic Regulation. Furthermore, it expanded the application of different training formats</p>



	<p>and advanced the development of e-learning products and on-the-job training.</p> <p>EASA also further enhanced its training management function. It updated available training programmes and extended the training programme concept to job profiles requiring a holistic aviation expertise. The annual training plan for 2019 was established and endorsed by the end of 2018, based on an Agency-wide training needs analysis and prioritisation process. The training plan 2019 integrates for the first time resources planning, product development planning and procurement planning.</p> <p>In addition, in 2018, the responsibility for the training of EASA pilots was taken over by Technical Training. A new pilot training coordination concept was successfully developed and endorsed. This new system allows managerial control across departments and directorates and has resulted already in some efficiency gains.</p> <p>Finally, EASA integrated the Common Training Initiative Group (CTIG) into its advisory body structure as a subgroup of the Member States Advisory Board. The CTIG held two meetings in 2018.</p>
European Central Question Bank (ECQB)	<p>The Agency supported the transition to the revised theoretical knowledge (TK) syllabus and learning objectives (LOs) for professional pilot licences and instrument ratings (as per amendments 4 & 6 of AMC/GM to Part-FCL) by maintaining two parallel versions of the ECQB. This is important because stakeholders have until the end of January 2022 to transition to the revised syllabus.</p> <ul style="list-style-type: none"> ▪ ECQB release 6.0, based on the 'older' syllabus and LOs, was made available to the NAAs on 6 December. It contains 130 new questions and 815 reviewed questions. ▪ In parallel, the Agency started to build the new ECQB aligned to the new syllabus, developing a further 1 270 new questions in 2018. <p>This work was supported also through a workshop with NAAs that took place in December 2018.</p>

I.1.4 Other Strategy & Safety Management related Tasks

Objective and Scope

Guided by EASA's strategic ambitions and substantiated by SM's strategic priorities, the above detailed resources were allocated to SM's core activities. SM has also performed a number of internal and cross-directorate projects. These projects have contributed to improve the quality of work, reduce administrative burdens, free resources for the directorate's core activities and to increase productivity.



Work Programme 2018	
Key Process/Action. (related to strategic objective 4.3)	Strategy and Safety Management related activities (activity: support activity; funding source: Mix Funded)
Expected output	Ensure the smooth operation of the SM directorate using the workforce provided by Senior Management. Improve the productivity of the above-mentioned core activities via staff training and contribution to Strategy and Safety Management related (IT) projects
Indicator (KPI) / Milestone	n/a



I.2 Certification Directorate

I.2.1 Certification

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

The Agency also provides services to external stakeholders, such as the approval of Maintenance Review Board (MRB) reports, the Certification Support for Validation of certificates outside the EU as well as Technical Advice Contracts upon request of either the industry, aviation authorities or other public institutions. The Certification Directorate also supports a new growing Agency activity, by handling the first Innovation Partnership Contracts that aim at better preparing the future by facilitating the introduction of new technologies.

Furthermore, the Certification Directorate is responsible for the approval and oversight of design organisations. For other types of Organisation Approval please see the Flight Standard Directorate chapter.

Work Programme 2018	
Key Process/Action. (related to strategic objective 1.1)	Initial airworthiness and operational suitability (activity: Product certification; funding source: F&C Funded)
Expected output	Maintain high levels of safety and environmental compatibility, while aiming to provide high-level services to stakeholders in terms of handling applications (e.g. managing incoming applications and issuing certificates) and the technical elements of the certification process (e.g. communication and the Level of Involvement), and streamlining existing working methods.
Indicator (KPI) / Milestone	KPIs: <ul style="list-style-type: none"> Initial Airworthiness (stakeholders) satisfaction rate (annually) Initial Airworthiness (IAW) performance rate
Annual Activity Report 2018: Key Achievements	
Applications received	<p>The total number of applications received throughout 2018 was slightly lower than 2017 levels. This is mainly related to such project categories as minor changes and repairs, flight manual revision and European Technical Standard Order Authorisation (ETSOA) applications for which the level of workload is usually lower than other project categories. Concerning type certificates, EASA received mostly applications related to general aviation and propulsion.</p> <p>Among the applications received throughout the year, it is worth mentioning the Airbus A321neo XLR (Xtra Long Range) new model, the</p>



Boeing 777-8, the Silvercrest-2 engine type certificate, the Trent XWB-84EP derivative models, the Flight Design F2 and the Pipistrel Panthera type certifications.

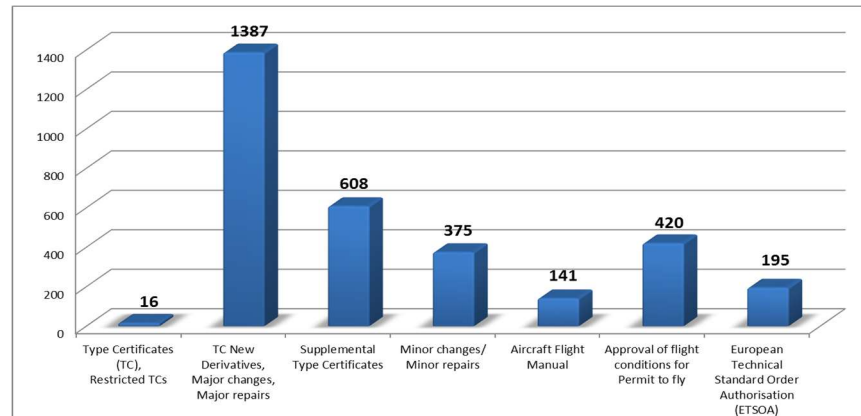


Figure 1: Applications submitted to the Agency for the certification activities in 2018

Approvals issued

The total number of certificates issued in 2018 (2 634) is slightly below 2017 levels. Type certificates were issued among others for the Tecnam P2012 small aircraft, the Sonaca S2 training aircraft and the Schempp-Hirth Ventus-3 sailplane. Among the major changes, the Agency issued certificates for the Airbus A321 neo models, the A330-900 neo, the Boeing 787-10 (clearing the airplane for commercial service), the Boeing 737-9 the Embraer ERJ 190-300 (also known as the E190-E2), the Alexander Schleicher Segelflugzeugbau ASG 32 EI electrically-propelled sailplane, the Rolls Royce BR700-710D5-21 and Trent 7000 engines.

A total of 62 Type Certificate Data Sheets for Noise (TCDSNs) and more than 3000 new and revised noise level aircraft configurations were issued during 2018.

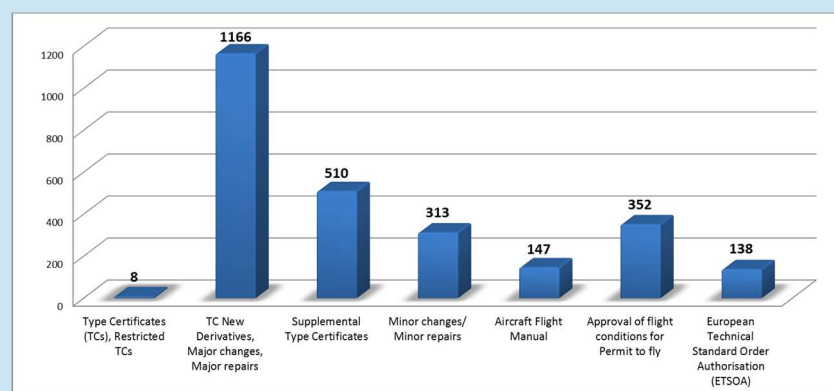


Figure 2: Approvals issued by EASA during 2018



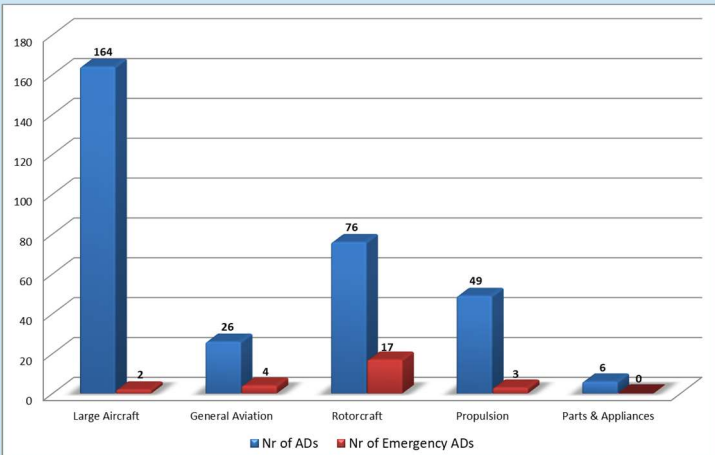
Work Programme 2018																			
Key Process/Action. (related to strategic objective 3.1)	Continuing airworthiness and operational suitability (activity: Product certification; funding source: F&C Funded)																		
Expected output	Maintain the same level of safety for the entire product life cycle, taking the necessary corrective actions (e.g. airworthiness directives) within a timeframe commensurate to the safety risk, using the available resources effectively.																		
Indicator (KPI) / Milestone	KPIs: <ul style="list-style-type: none"> • Airworthiness Directives deficiency rate • Continuing airworthiness predictability time • Occurrences backlog monitoring rate • Technical acceptance of occurrences timeliness 																		
Annual Activity Report 2018: Key Achievements																			
Continuing Airworthiness (overall activities)	<p>The Agency dedicated a significant amount of time to continuing airworthiness oversight, increasing the overall number of hours, compared with 2017. This is due to the continuous increase in the fleet size, the increase in the available safety information and a direct consequence of specific events.</p> <p>Among other issues, EASA was heavily involved in the investigations, corrective action plan and appropriate decisions on issuing ADs in particular situations such as: ensuring the safety of the fleet keeping the engines in-flight shutdown (IFSD) rates well within the established limits (notably the Trent 1000 engine models); quick reaction and issue of an AD, in coordination with the FAA, after the CFM56-7B FBO event causing damage to A/C fuselage resulting in one fatality; helicopter AW169 loss of control during flight, accident investigations and return into service.</p>																		
Airworthiness Directives (ADs) and Emergency ADs	<p>The Internal Occurrence Reporting System (IORS) collects incoming safety information, supports analysis and allows follow-up by technical staff in a consistent and effective manner. As a result of the continuing airworthiness oversight activities, the Agency issued 321 ADs (including revisions and corrections) and 26 EADs. The detailed list can be found on the AD publication portal at http://ad.easa.europa.eu/.</p> <p>The following diagram shows an extract per product category.</p>  <table border="1"> <caption>Extract of ADs and Emergency ADs per product category</caption> <thead> <tr> <th>Product Category</th> <th>Nr of ADs</th> <th>Nr of Emergency ADs</th> </tr> </thead> <tbody> <tr> <td>Large Aircraft</td> <td>164</td> <td>2</td> </tr> <tr> <td>General Aviation</td> <td>26</td> <td>4</td> </tr> <tr> <td>Rotorcraft</td> <td>76</td> <td>17</td> </tr> <tr> <td>Propulsion</td> <td>49</td> <td>3</td> </tr> <tr> <td>Parts & Appliances</td> <td>6</td> <td>0</td> </tr> </tbody> </table>	Product Category	Nr of ADs	Nr of Emergency ADs	Large Aircraft	164	2	General Aviation	26	4	Rotorcraft	76	17	Propulsion	49	3	Parts & Appliances	6	0
Product Category	Nr of ADs	Nr of Emergency ADs																	
Large Aircraft	164	2																	
General Aviation	26	4																	
Rotorcraft	76	17																	
Propulsion	49	3																	
Parts & Appliances	6	0																	



Figure 3: AD and EAD issues by EASA during 2018	
Foreign ADs	194 foreign ADs (including revisions and corrections) and 17 foreign Safety Advisory Information publications were uploaded to the AD portal.
Safety Information Bulletins (SIB)	26 Safety Information Bulletins (SIB) were published, relating to airworthiness and operational matters. SIB were issued, among others, on the Environmental Assisted Cracking in Certain Aluminium Alloys (cross products and linked to structure issues) and on items concerning helicopter safety and operations.

Work Programme 2018	
Key Process/Action. (related to strategic objective 1.1)	Certification related services (activity: Product certification; funding source: F&C Funded)
Expected output	Validation of the European products by third countries' authorities and provision of technical support to the European industry in a timely manner.
Indicator (KPI) / Milestone	KPIs: <ul style="list-style-type: none"> Timeliness of certification support for validation of products
Annual Activity Report 2018: Key Achievements	
Certification Support for Validation (CSV)	<p>In 2018, the Agency received 554 applications to support the validation of EASA certificates/approvals in third countries. For 430 of those applications, the Agency provided technical support, taking into account the existing bilateral agreements and working arrangements. It is worth mentioning the successful validation in China of the CFM LEAP-1A, Trent XWB, S HE ARRIEL 2H engines, and the Airbus A350. This has required a significant amount of work and it was a great achievement to further enhance the cooperation with China.</p> <p>In the framework of the EASA-FAA Validation Implementation Roadmap, the Agency received 223 Supplemental Type Certificates or Major Change applications classified as Basic from the FAA. The total number increased following the entry into force of the TIP revision 6, which allows streamlined validations with no technical work required of EASA and a faster validation time.</p>
Maintenance Review Board (MRB)	<p>In 2018, the Agency received 31 applications for approval of Maintenance Review Board Reports (MRBRs) and/or Maintenance Type Board Reports (MTBRs) and issued 59 Approval Letters for Full or Temporary Revisions.</p> <p>On 10 December 2018, Revision 4 of the Technical Implementation Procedures (TIP) for Airworthiness and Environmental Certification between TCCA and EASA was signed and entered into force. This TIP revision implements the Reciprocal Acceptance concept for MRBR/MTBR approvals, meaning that EASA and TCCA approvals of their respective</p>



	MRBRs/MTBRs will be mutually recognised without any technical involvement in each other's MRB/MTB processes.
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Work Programme 2018	
Key Process/Action. (related to strategic objective 3.1; 1.1)	Design Organisation Approval (activity: Organisation Approval; funding source: F&C Funded)
Expected output	Establish a risk-based oversight approach for the design organisation and implement the Level of Involvement (LoI) concept.
Indicator (KPI) / Milestone	KPIs: <ul style="list-style-type: none"> Timely approval of Design Organisation (DOA) continuation
Annual Activity Report 2018: Key Achievements	
Design Organisation Approval (DOA)	<p>In the framework of the Risk Based Oversight approach, the Agency has continued the implementation of the Level of Involvement (LOI) concept (pending the new Part-21 regulation approval) in the DOA activities, involving several DOAs in pilot projects on a voluntary basis; DOATL were always on board and contributed to the guidance that has been consolidated in a Certification Memo.</p> <p>The DOA Dashboard was completed, shared with most organisations and systematically used in the certification activities. An update of the DOA Dashboard is under development and has already been shared with the industry to consider the Continued Airworthiness aspects and to include a more standardised feedback from DOATL; the internal consultation is ongoing, publication is expected in the first half of 2019.</p> <p>25 new DOAs were approved (compared to 22 in 2017) and 32 applications for new DOAs were received (compared to 26 in 2017). On 31 December 2018, 359 DOAs were under the oversight of EASA, of which 333 were in EU or associated countries and 26 were non-EU.</p>

1.2.2 Other Certification related Tasks

Objective and Scope

The above detailed resources are allocated to Certification core activities, based on the strategic ambitions of EASA translated into the strategic priorities of CT directorate. Besides the above described tasks, CT will continue to implement a number of internal and cross-directorate projects.

The tables below summarise additional key projects that the Certification directorate will undertake in the coming years. All of them are directly linked to the strategic priorities.



Work Programme 2018	
Key Process/Action. (related to strategic objective 1.1)	Develop a risk-based, operation-centric EU regulatory framework for UAs using performance-based regulation principles, for the certified category (activity: Rulemaking; funding source: Subsidy Funded)
Expected output	Establish drone services market, covering drones and its operations, airspace rules for low level airspace and the creation of the U-Space. Implementing rules (IR) for the open, specific and certified category and associated Acceptable Means of Compliance, standards and safety promotion actions.
Indicator (KPI) / Milestone	Milestones 2018: <ul style="list-style-type: none"> Opinion on regulation for open/specific category adopted. Proposed amendments of IR in accordance with the RMT.0230
Annual Activity Report 2018: Key Achievements	
Drones – RPAS/UAS	EASA progressed as planned in the development of the new regulatory framework for UAS. On 6 February 2018, the Agency issued Opinion No 01/2018 on Unmanned aircraft system (UAS) operations in the ‘open’ and ‘specific’ categories. The regulatory proposals based on this opinion are close to adoption by the European Commission. The aim is to ensure the free circulation of drones and a level playing field within the European Union. They contribute to the development of a common European market while ensuring safe operations and respecting the privacy and security of EU citizens. In parallel, the Agency has started the regulatory development of standards scenarios subject to declaration by operator, U-space and the certified category.

Work Programme 2018	
Key Process/Action. (related to strategic objective 5.1)	Simpler, lighter, better regulations for General Aviation (GA) (activity: Rulemaking; funding source: Subsidy Funded)
Expected output	Implementing rules, Acceptable Means of Compliance and Guidance Material; certification specifications; standards, safety promotion actions.
Indicator (KPI) / Milestone	Milestone 2018: <ul style="list-style-type: none"> Develop the expected output in full compliance with Annex 2 of the GA roadmap by 2018.
Annual Activity Report 2018: Key Achievements	
	Overall, the GA roadmap initiative is on track and delivering as planned. After a relatively high number of EASA Opinions, the EU Commission started to adopt Regulations on the second half of 2018. In order to support this catch-up, EASA ‘froze’ the publication of opinions at the end of 2018 (delayed to early 2019), such as the opinions for the balloon and sailplane FCL and Basic Instrument Rating (BIR). The EASA Annual Safety Conference, focusing on GA, took place on 6-7 November in Vienna, coinciding with the country’s Presidency of the



	Council of the EU. 300 participants from across the European GA Community came together to engage with the Agency on the evolution of General Aviation in a world full of exciting technological developments. At the end of the conference, the Executive Director set out EASA's future commitments for the GA Roadmap 2.0 and underlined its continued priority.
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Work Programme 2018	
Key Process/Action. (related to strategic objective 4.3)	Certification related activities (activity: Product certification; funding source: F&C Funded)
Expected output	Ensure the smooth operation of the CT directorate using the workforce provided by Senior Management. Improve the productivity of the above-mentioned core activities via staff training and contribution to certification-related (IT) projects and tasks. Provide regular feedback to stakeholders by sharing updates on technological developments, process and rules changes.
Indicator (KPI) / Milestone	Milestones 2018: <ul style="list-style-type: none"> • Update the Certification handbook • Finalise the pilot project on staff development and mobility within CT • Implement the training plan, as defined in the training strategy • Organise the Certification/DOA workshop in Q4
Annual Activity Report 2018: Key Achievements	
Certification related activities	<p>The Certification Handbook was revised to take into account the provisions of the TIP revision 6 with FAA. In addition, work was initiated to streamline the processes described in the handbook itself, the new release is expected in Q2 2019.</p> <p>The pilot project on staff development and mobility within CT was successfully completed in 2018. The training plan for CT was partly completed. A limited number of training sessions were postponed for administrative reasons.</p> <p>The Product Certification and Design Organisation Approval workshop took place on 30-31 October 2018 with around 500 participants from the industry, NAAs and EASA. This was the biggest event organised by the Agency and received very positive feedback by participants via a dedicated survey. This showed that our stakeholders need and benefit from such events; the combination of, technical side meetings and plenary sessions is particularly valuable for sharing experiences.</p>

Certification experts also provide expertise and support to other internal core and support processes (cross activities provided). For instance, they provide help to develop and adjust the rules and technical specifications for designing, manufacturing aircraft (and their equipment); support international cooperation (existing bilateral partners and negotiations with the potential new ones); participate in research activities; support the projects of the



Agency projects and its participation in international working groups that define international standards; and support other activities based on the priorities set at Agency level. The level of associated workload is not displayed in the current chapter, but included in the relevant chapters within the document.



I.3 Flight Standards Directorate

Objective and Scope

The Flight Standards Directorate is responsible for all activities related to the safe operations of aircraft and related products and parts, including maintenance and production, air operations, air crew and medical licences, air traffic management, and aerodromes. The Directorate is responsible for all related organisation approval, rulemaking, and standardisation tasks, as well as for the coordination of EASA's cybersecurity activities.

I.3.1 Alternative Means of Compliance and Adequacy of Rules

Objective and Scope

This activity is performed in the Flight Standards Directorate, but is coordinated with the Strategy and Safety Management Directorate, which is responsible for the Safety Analysis and Safety Programming activities.

Work Programme 2018	
Key Process/Action. (related to strategic objective 5.2)	Alternative Means of Compliance and Handling of flexibility provisions to rules and Standardisation. Assess the adequacy of the rules through analysis of standardisation and SACA results, requests for flexibility provisions, AltMoCs, requests for interpretation, and other relevant information (activity: Rulemaking; funding source: Subsidy Funded)
Expected output	<ul style="list-style-type: none"> Exemptions and derogations notifications are processed in a timely manner Regulations are assessed on the basis of their adequacy, efficiency and effectiveness, provide the Agency with criteria to improve the RM programme with regard to quality and quantity, and identify which rules could be clarified, simplified, updated or possibly repealed.
Indicator (KPI) / Milestone	KPIs: <ul style="list-style-type: none"> Timely answer to exemption requests (as defined by regulation) Milestones 2018: <ul style="list-style-type: none"> 5-year evaluation programme, updated on an annual basis, presented in the EPAS/RMP
Annual Activity Report 2018: Key Achievements	
Alternative Means of Compliance (AltMoC)	<p>At the start of 2018, EASA still had 15 open AltMoCs from previous years. The Agency then received a further 75 cases in 2018. In total, EASA assessed 62 cases in 2018. The Agency saw an increase by 14.4 %. In AltMoCs, mainly in the aerodromes domain. However, EASA was able to absorb this increase and keep the backlog under control. (Similar to previous years, the Agency has a backlog of 24 open cases at the start of 2019.)</p> <p>Furthermore, the dialogue established between EASA and the Competent Authorities helped to increase the number of positive assessments (86 % in 2018 compared to 82 % in 2017 and 75 % in 2016).</p>



	About 50 % of the assessed AltMoCs could also be considered for Rule improvement (as opposed to being assessed on an individual, stand-alone basis).
Exemptions	<p>In the field of Exemptions, the Agency transitioned effectively to the new Basic Regulation (Regulation (EU) 2018/1139) which entered into force on 11 September 2018.</p> <p>Regarding Article 14 of Regulation (EC) No 216/2008 (the previous Basic Regulation), the Agency received 178 such notifications in 2018, which is an increase by 12.5 % compared to 2017. During 2018, 159 exemptions were closed and 88 % of them were answered within the time frame prescribed by the Basic Regulation.</p> <p>As for Article 71 of Regulation (EU) 2018/1139, a total of 107 Article 71(1) and 15 Article 71(2) notifications were received. Although none of the Article 71(2) requests were due in 2018, the Agency issued 3 positive recommendations.</p>

The entry into force of the New Basic Regulation and the increase in AltMoCs as explained above is also visible in the total number of internal workload hours performed by the Flight Standards Directorate, which in 2018 was 142 % of the planned number.

I.3.2 Organisation Approval

Objective and Scope

The Flight Standards Directorate is responsible for approving organisations active in production, maintenance, maintenance training, and continued airworthiness management, as well as for overseeing the related certificates and their continued surveillance.

The scope of Organisation Approval also includes Approved Training Organisations for pilots (ATO), Aero-Medical Centres (AeMC) and (operators of) Flight Simulation Training Devices (FSTD) for flight crew, with principal place of business located outside the territories of the Member States. The Directorate is responsible for the issuance and continued oversight of the approval certificates for the above categories.

In the area of Air Traffic Management and Air Navigation Services (ATM/ANS), EASA is a competent authority for non-EU organisations providing services in EU airspace; providers of pan-European ATM/ANS; providers of Data Services; and non-EU Air Traffic Controller (ATCO) training organisations. In addition, the Agency performs the oversight of the Network Manager on behalf of the European Commission.



Work Programme 2018																													
Key Process/Action. (related to strategic objective 3.1; 1.1)	Organisation Approval – initial and continued - (Fees and Charges funded)																												
Expected output	Facilitate culture change of internal and external stakeholders. This should allow a pragmatic implementation of risk-based oversight techniques proportionate to the activity and its associated risks, by means of training, development of best practices, which will lead to a Safety Management System (SMS) risk-based culture that will facilitate the harmonised and coordinated implementation and standardisation of a new risk-based environment.																												
Indicator (KPI) / Milestone	KPIs: <ul style="list-style-type: none"> • Timely initial approval of Organisation • Timely approval of Organisation continuation • Timely validation/completion of Third Country Operator applications • Feedback on Organisation Approval process (yearly) 																												
Annual Activity Report 2018: Key Achievements																													
Continuing Airworthiness Organisation Approval	<p>EASA is responsible for approving maintenance, maintenance training, and continuing airworthiness management organisations located outside the territory of the Member States through initial investigations and continued surveillance, either performed by in-house auditors and experts, or by outsourcing these tasks to accredited NAAs. In addition to the above, maintenance approvals issued under the terms of a BASA are subject to continuous oversight through a sampling system.</p> <p>The number of new applications in the field of maintenance and maintenance training Organisation Approval is still slightly increasing, albeit at a rate lower than previous years. Towards the end of 2018, the Agency had a total of 2 082 such organisations under its oversight, as shown in the table below:</p> <table border="1"> <thead> <tr> <th>Type of Organisation:</th> <th>Active (valid approvals):</th> <th>Suspended:</th> <th>Outsourcing level:</th> </tr> </thead> <tbody> <tr> <td>US Part-145 Approvals</td> <td>1,426</td> <td>4</td> <td>-</td> </tr> <tr> <td>EASA Canada Part-145 Approvals</td> <td>185</td> <td>-</td> <td>-</td> </tr> <tr> <td>EASA Brazil Part-145 Approvals</td> <td>26</td> <td>1</td> <td>-</td> </tr> <tr> <td>EASA Foreign Part-145 Approvals</td> <td>348</td> <td>6</td> <td>58%</td> </tr> <tr> <td>EASA Foreign Part-147 Approvals</td> <td>75</td> <td>-</td> <td>54%</td> </tr> <tr> <td>Organisations in Serbia</td> <td>9</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Type of Organisation:	Active (valid approvals):	Suspended:	Outsourcing level:	US Part-145 Approvals	1,426	4	-	EASA Canada Part-145 Approvals	185	-	-	EASA Brazil Part-145 Approvals	26	1	-	EASA Foreign Part-145 Approvals	348	6	58%	EASA Foreign Part-147 Approvals	75	-	54%	Organisations in Serbia	9	-	-
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	<p>EASA Part M, 2 sub-part G (CAMO) Table 1: CAO Oversight</p>												
<p>Production Organisation Approval (POA)</p>	<p>At the end of 2018, the number of POAs issued by EASA stood at 42 including two Single POAs for Airbus and Airbus Helicopters.</p> <p>The initial investigation on Airbus Helicopters' Single POA was completed between 2017 and the beginning of 2018, which led to the certificate being issued on 1 February 2018. This was a significant achievement for EASA.</p> <p>A further 9 applications were under initial investigation at the end of 2018. Not counting the Brexit-related applications, the number of new applications stayed more or less stable.</p> <p>The POA Section was also involved in the Brexit preparation process.</p> <p>As a key achievement, the POA Section, together with RS3, successfully completed the development of a simplified Export Certificate of Airworthiness process, which was implemented by the end of 2018. This project allowed to reduce the activities allocated to the NAAs by about 50 %.</p> <p>Another specific achievement in 2018 was the transfer of EASA LOA (Letter of Acceptance) of air navigation database providers to a new DAT certificate under the ATM/ANS Regulation. The POA team supported the ATM/ANS team in this exercise.</p> <p>The POA section was also involved in 2 junior expert projects including 3 months on-the-job training of one POA junior expert in the industry (Airbus and Airbus Helicopters).</p>												
<p>Aircrew Training Organisation Approval (ATO)</p>	<p>The workload in the area of ATO approval increased slightly in 2018. Whereas the absolute number of ATOs decreased, the number of new applications that were received will likely end in new approvals in 2019.</p> <p>This attention mainly comes from large Third country air operators seeking approval to deliver training in accordance to EU standards.</p> <p>The following table shows the EASA ATO Oversight figures.</p> <table border="1" data-bbox="523 1512 1386 1738"> <thead> <tr> <th>ATO</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Complex</td> <td>16</td> <td>13</td> </tr> <tr> <td>Non-complex</td> <td>5</td> <td>6</td> </tr> <tr> <td>Total</td> <td>21</td> <td>19</td> </tr> </tbody> </table> <p>Table 2: ATO Oversight</p> <p>Main achievements:</p> <ul style="list-style-type: none"> — Integration of joint oversight projects for operator holding ATO and FSTD approvals; — Extension of oversight cycles for ATO in accordance with the risk-based oversight principles; 	ATO	2017	2018	Complex	16	13	Non-complex	5	6	Total	21	19
ATO	2017	2018											
Complex	16	13											
Non-complex	5	6											
Total	21	19											



	<ul style="list-style-type: none"> — Cross qualification of inspectors in both the ATO and FSTD domains; — Publication of guidelines to support SMS implementation in ATO (Risk Assessment in Pilot Training - RAPT). 																											
Flight Simulation Training Devices (FSTD)	<p>The FSTD oversight activity marked a positive development with a growing number of devices, mainly in the area of Full Flight Simulators.</p> <p>The quality associated with EU standards for FSTD is well-recognised and EASA-qualified devices are present in nearly 40 countries worldwide.</p> <p>With 390 applications/modification notifications received and 32 new certificates issued, the activity covered an arena of 69 operators in 39 countries for a total of 495 qualification certificates held by operators.</p> <p>In 2018, EASA was responsible for the oversight of 70 operators, which is a slightly lower number than 2017, but this is mainly due to business aggregations.</p> <p>This was achieved with the support of EASA internal Inspectors and a considerable effort from NAAs and partner providers that conducted 73 % of the work.</p> <table border="1" data-bbox="539 943 1369 1115"> <thead> <tr> <th>Operators/Centres</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>FST Operators</td> <td>75</td> <td>70</td> </tr> <tr> <td>Training Centres</td> <td>105</td> <td>117</td> </tr> </tbody> </table> <p>Devices</p> <table border="1" data-bbox="539 1167 1369 1503"> <tbody> <tr> <td>Active</td> <td>446</td> <td>455</td> </tr> <tr> <td>Suspended Devices</td> <td>2</td> <td>1</td> </tr> <tr> <td>Surrendered Devices</td> <td>80</td> <td>97</td> </tr> <tr> <td>Deactivated Devices</td> <td>37</td> <td>41</td> </tr> <tr> <td>Revoked</td> <td>0</td> <td>4</td> </tr> <tr> <td>Total</td> <td>565</td> <td>598</td> </tr> </tbody> </table> <p>Table 3: FSTD Oversight</p> <p>Main achievements:</p> <ul style="list-style-type: none"> — Review of the outsourcing plan to balance the activities among EASA Partners and CSPs; — Increase of activities approaching the threshold of 600 certificates issued; — Average outsourcing rate of 73 %; — Issue of 34 new FSTD Qualification certificates. 	Operators/Centres	2017	2018	FST Operators	75	70	Training Centres	105	117	Active	446	455	Suspended Devices	2	1	Surrendered Devices	80	97	Deactivated Devices	37	41	Revoked	0	4	Total	565	598
Operators/Centres	2017	2018																										
FST Operators	75	70																										
Training Centres	105	117																										
Active	446	455																										
Suspended Devices	2	1																										
Surrendered Devices	80	97																										
Deactivated Devices	37	41																										
Revoked	0	4																										
Total	565	598																										
Aero-Medical Centres	Currently, there are no Aero-medical Centres outside the Member States under EASA oversight, and no applications for Aero-Medical Centres were received in 2018.																											



ATM/ANS Organisation Approval	<p>In order to allow the Ukrainian ANSP UksATSE to offer services into EU (Slovak) airspace, the company was certified by EASA in December 2018.</p> <p>6 organisations submitted applications for certification as Data Service (DAT) Providers to EASA and were certified during 2018. With these certificates, EASA met the regulatory deadline of 6 companies certified by the end of 2018.</p> <p>The Aireon initial certification process for the provision of surveillance services using space-based ADS-B started in 2016 and continued in 2018. The certification is fully aligned with the development of the Aireon system, which was delayed due to postponed satellite launches.</p> <p>These new certification tasks were performed in addition to the duties related to continued oversight of already certified/overseen organisations, i.e. ESSP, EUROCONTROL, Airways Corporation of New Zealand Limited and the Network Manager.</p> <p>In response to the increasing number of ATM/ANS providers under EASA oversight, a new platform for the exchange of information between EASA and the national supervisory authorities (NSAs) was established in 2017. In 2018, this platform was used to inform NSAs of notified technical and organisational changes within companies under EASA oversight.</p>
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Work Programme 2018	
Key Process/Action. (related to strategic objective 3.1)	Organisation Approval – risk-based approach - (Subsidy funded)
Expected output	Implementation of a risk-based approach in the field of approved organisation oversight that is consistent with the introduction of applicable regulatory material
Indicator (KPI) / Milestone	Milestone 2018: <ul style="list-style-type: none"> Incorporation of the risk-based oversight approach into the Organisation Approval Procedures.
Annual Activity Report 2018: Key Achievements	
Organisation Approval – risk-based approach	<p>During 2018, the concepts for the establishment of a risk-based approach were further developed and implemented through the roll-out and further precision of risk-based decision-making tools in the domains of CAO, POA, ATM/ANS and TCO. These changes have been introduced into the relevant procedures.</p> <p>Furthermore, an Organisation Approval Roadmap was developed and adopted by the end of 2018, which encompasses further alignment not only on planning but also on the implementation of the audit programmes and the actual conduct of individual oversight audits.</p>



In addition to the workload described above, a significant part of the Organisation Approval activities were outsourced to NAAs and Qualified Entities. At the end of 2018, the workload thus outsourced amounted to more than 50 000 hours, which is 111 % of the target.

An analysis of the 2018 *internal* workload hours performed on Organisation Approval activities reveals a similar adherence to the 2018 plan: the Flight Standards Directorate performed 103 % of the planned hours.

I.3.3 Continuous Monitoring and Standardisation

Objective and Scope

The objective of the Agency's standardisation activities is to monitor the application of the Basic Regulation and its implementing rules (IR) by national competent authorities. The working methods for carrying out standardisation activities are described in Regulation (EU) No 628/2013, which relies on a system-oriented Continuous Monitoring Approach (CMA).

These activities consist of a monitoring part, where data from competent authorities, ICAO, the European Commission, and other sources is gathered and analysed (inter alia to prioritise inspections), and of an inspection part where inspections are carried out to directly verify the application of the rules on-site. Reports on standardisation activities are then provided to the European Commission and to the Member States concerned. Inspections are prioritised and planned based on the Agency's assessment of the competent authorities' ability to discharge their oversight responsibilities.

All technical domains within the Agency's remit are covered. In 2018 the scope of standardisation inspections was expanded to include Aerodromes (ADR) and Systemic Enablers for Safety Management (SYS). The latter includes verification of the implementation of Regulation (EU) No 376/2014 on Occurrence Reporting and the assessment of the Management System across technical domains. The full standardisation scope is thus:

- Airworthiness (AIR);
- Air Operations (OPS);
- Aircrew Licensing (FCL);
- Aircrew Medical (MED);
- Aircrew Flight Simulation Training Devices (FSTD);
- Air Traffic Management/Air Navigation Services (ATM/ANS);
- Ramp Inspections (RAMP);
- Aerodromes (ADR); and
- Systemic Enablers for Safety Management (SYS).

From a geographical perspective, the Agency conducts inspections in the following countries:

- the 28 EU Member States, on the basis of the provisions of the Basic Regulation;
- the 'European Free Trade Area' (EFTA) States: Iceland, Norway and Switzerland, on the basis of bilateral or multilateral agreements signed between the European Union and these States, which, inter alia, transpose the provisions of the Basic Regulation and its IRs;
- the 'European Common Aviation Area' States: Albania, Bosnia Herzegovina, the Republic of North Macedonia, Montenegro and Serbia, based on specific working arrangements between the Agency and the competent authority of each State;



- 6 European Civil Aviation Conference States: Armenia, Azerbaijan, Georgia, Moldova, Turkey and Ukraine, based on similar specific working arrangements signed between the Agency and the competent authorities of these States; and
- in the domain of the Ramp Inspections: in addition to the above-listed 42 States, another 6 States are part of the Safety Assessment of Foreign Aircraft (SAFA) Programme: Morocco, the United Arab Emirates, Canada, Singapore, Israel, and Australia. These countries are part of the scope on the basis of specific working arrangements.

Work Programme 2018	
Key Process/Action. (related to strategic objective 3.1)	Standardisation: monitor application of regulations and implementing rules (activity: Standardisation; funding source: Subsidy Funded)
Expected output	<ul style="list-style-type: none"> • Continuously monitoring the competent authorities' ability to discharge their safety oversight responsibilities; • Assure uniform implementation of the rules in all domains; • Active control of process deadlines during the reporting phase; • Further develop/complete the capacity for standardisation activities in new domains (Aerodromes, Occurrence Reporting), EPAS and State Safety Programme implementation); • Provide assistance to MS facing difficulties, as requested; • Be ready for the implementation of the Emergency Oversight Mechanism, when introduced by the new Basic Regulation.
Indicator (KPI) / Milestone	<p>KPIs:</p> <ul style="list-style-type: none"> • Efficient and robust standardisation (yearly) • Active control of overdue standardisation findings • Timely issuance of standardisation reports <p>Milestone 2018:</p> <ul style="list-style-type: none"> • Adherence to the implementation plan within the established time frame for all new domains and tasks
Annual Activity Report 2018: Key Achievements	
Continuous Monitoring Activities	<p>The Continuous Monitoring Approach (CMA) supports the achievement of a comprehensive risk-based monitoring system of the level of implementation of European Aviation Safety Regulations and of the ability of Member States to discharge their safety oversight responsibilities, in line with Strategic Objective 3.1 of the Agency. To that extent, information and intelligence from CMA are used during the definition of the planning of each inspection to direct on-site activities to the areas of concern or need.</p> <p>With CMA, EASA gained access to several new sources of information that can have an impact on the capability of a State to discharge its oversight obligations; they include major reorganisations, the variation of the annual budget of the competent authority, or the changes in numbers and turnover of FTEs in each domain. CMA is therefore a good example for authorities</p>



	willing to move towards a risk-based approach, as proposed by the Authority Requirements.																																																							
Inspections performed	<p>In the course of 2018, EASA performed 101 standardisation inspections. After the reductions in the previous years, the number of inspections stabilised. The continuous monitoring supports the need to perform fewer on-site activities and compensates this with the analysis of data.</p> <table border="1"> <thead> <tr> <th>Inspection type</th> <th>AIR</th> <th>OPS</th> <th>FCL</th> <th>MED</th> <th>FSTD</th> <th>ANS</th> <th>RAMP</th> <th>ADR</th> <th>SYS</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Comprehensive</td> <td>8</td> <td>3</td> <td>9</td> <td>11</td> <td>6</td> <td>8</td> <td>7</td> <td>7</td> <td>7</td> <td>66</td> </tr> <tr> <td>Focused</td> <td>6</td> <td>12</td> <td>3</td> <td>2</td> <td>4</td> <td>5</td> <td>-</td> <td>-</td> <td>-</td> <td>32</td> </tr> <tr> <td>Ad hoc</td> <td>-</td> <td>2</td> <td>1</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>3</td> </tr> <tr> <td>All types</td> <td>14</td> <td>17</td> <td>13</td> <td>13</td> <td>10</td> <td>13</td> <td>7</td> <td>7</td> <td>7</td> <td>101</td> </tr> </tbody> </table> <p>Table 4: Standardisation inspections performed per domain in 2018</p>	Inspection type	AIR	OPS	FCL	MED	FSTD	ANS	RAMP	ADR	SYS	Total	Comprehensive	8	3	9	11	6	8	7	7	7	66	Focused	6	12	3	2	4	5	-	-	-	32	Ad hoc	-	2	1	-	-	-	-	-	-	3	All types	14	17	13	13	10	13	7	7	7	101
Inspection type	AIR	OPS	FCL	MED	FSTD	ANS	RAMP	ADR	SYS	Total																																														
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Ad hoc	-	2	1	-	-	-	-	-	-	3																																														
All types	14	17	13	13	10	13	7	7	7	101																																														
Airworthiness	The standardisation inspections confirm that the implementation of regulations is generally at an acceptable level. Some authorities however had difficulties to keep up with the minimum standard. This led to an increase of the sum of findings in class 'D' + class 'G' combined and compared to 2016 and 2017 (no class 'G' findings were raised in 2016 and 2018) as well as an increase in the percentage of findings that are not on track (i.e. open findings that are not agreed, or that are agreed but the action is overdue).																																																							
Air Operations	<p>In OPS, significant progress was observed with regard to the content of the competent authorities' procedures and guidance that are available to inspectors for conducting certification and oversight tasks (e.g. checklists).</p> <p>However, the approval and oversight of crew training and checking programmes; the verification of effectiveness of operators' management systems; the approval and oversight of FTL and FRM; certification and oversight of helicopter operations; and the shortage of suitably qualified inspecting staff remain areas of concern.</p>																																																							
Air Crew	<p>The inspection results from the year 2018 revealed the following:</p> <ul style="list-style-type: none"> — The FCL and MED domains showed consistent deficiencies in several States in regard of developed and complete procedures, as well as in the initial and continuous verification of compliance. — The FSTD domain showed that several authorities continue to overlook the inclusion of the FSTD domain within their compliance monitoring system, and show a negative trend in the availability of sufficient and experienced staff who can perform the initial qualification and subsequent oversight of FSTD. 																																																							
Air Traffic Management (ATM)/ Air Navigation Services (ANS)	The 2018 inspections indicated a positive trend in ATM/ANS compared to previous years. However, the different maturity levels of the competent authorities should be noted, especially in those Member States where a shortage of qualified oversight personnel exist. This may lead to situations where the competent authorities are not in a position to perform sufficient or effective oversight to identify non-compliances and consequently to take appropriate enforcement measures.																																																							



	In the ATCO/TO domain the identification of aviation safety hazards entailed by the activities of the training organisation (TO), their evaluation and management of associated risks, continue to be areas for improvement. Furthermore, competent authorities need to ensure that all TOs use an approved AltMoC within their Unit Training Plan (UTP) if the UTP does not comply with the respective AMC.
Aerodromes	The 7 comprehensive inspections conducted in 2018 showed that the most significant number of findings was related to ICAO critical elements CE-5 (Technical guidance, tools and the provision of safety critical information) and CE-6 (Licensing, certification, authorisation and approvals obligations). 58 % of all findings were attributed to these two CSs.
RAMP	All RAMP standardisation inspections were conducted in accordance with the multi-annual and annual plans established as a result of the continuous monitoring activities. Communication and cooperation with all the inspected participating States was very high. The distribution of findings confirmed, in 2018 as well, that CE-7 (Surveillance obligations) and CE-5 (Technical guidance, tools and the provision of safety critical information) are the ICAO critical elements where most of the findings raised in RAMP domain concentrate.
SYS	Preparatory activities to start the new SYS inspections were carried out in 2017. For the whole of 2018, 8 SYS inspections were planned, of which 7 were performed as the Netherlands asked for a postponement of the inspection, which ultimately took place in January 2019.

Analysis of the 2018 internal workload hours performed on the Continuous Monitoring and Standardisation activities described above reveals a full adherence to the 2018 workload plan (99.3 %).

I.3.4 Third Country Operators and Ramp Inspection Programmes (SAFA/SACA)

Objective and Scope

For third-country operators, the activity is related to the authorisation of Third Country Operators (TCO) performing commercial air transport operations in territories covered by the EASA Basic Regulation. Today, more than 600 authorised air carriers are subject to continuous monitoring, using data and a risk-based approach. These activities therefore contribute directly to enhancing the data-driven safety plan for Europe and disseminating awareness of EU regulations and products. Benchmarking to other regions shows that the EASA TCO system is one of the most advanced approaches to surveillance of foreign air operators.

In addition to TCO authorisation, EASA coordinates the ramp inspection programme for the 31 EASA States and another 17 non-EASA States. (The EU Ramp Inspection Programme has replaced the EU SAFA Programme and has two major components: SAFA ramp inspections for *third-country* operators; and SACA ramp inspections for *community* operators checked against EU standards.)



Besides daily activities such as the management of the centralised ramp inspection database and regular activities such as the ramp inspection data analysis, good progress was made during 2018 in ongoing projects such as the ramp deregulation project, which reduces and/or revises AMC/GM material and inspection instructions and develops a ramp inspection manual; the project delivered draft documents for consultation by the end of 2018. The trials in the system-wide coordination and manufacturer data projects were successful and their results were fed into the deregulation project. However, the redevelopment of the centralised database was paused in order to align it with an Agency-wide software efficiency policy.

Lastly, EASA continued to support projects that assist other regions in implementing a regional ramp inspection programme.

Work Programme 2018	
Key Process/Action. (related to Strategic Objective 3.1)	Third-Country Operators Authorisation (activity: Third-Country Operators: Subsidy Funded)
Expected output	Effective application (coordination, monitoring and initial application) of a Continuous Monitoring Programme (CMP) to the complete population of authorised third-country operators, proportionate to the risk involved for EU citizens.
Indicator (KPI) / Milestone	Milestones 2018: <ul style="list-style-type: none"> • Progress on CMP documentation • Progress on all authorised TCOs subject to CMP • 100 % CMP implementation rate, as applicable
Annual Activity Report 2018: Key Achievements	
Continuous Monitoring Approach (CMA)	<p>All commercial air transport flights from/to the EU operate under a TCO authorisation. All the approximately 600 TCO authorisation holders are subject to EASA's TCO Continuous Monitoring Programme. Where so indicated by a decreasing safety performance or confidential safety reports, technical investigations were swiftly initiated and proportionate enforcement action (e.g. findings, limitations or suspension of the authorisation, as applicable) were taken to contain risks of this operators.</p> <p>The mandatory periodic file reviews of authorisation holders was fully implemented as planned.</p> <p>A total of 32 Confidential Safety Reports were processed by the team.</p> <p>All applications from operators to change the TCO authorisation were processed within 30 days as required by TCO Regulation, provided no non-compliance was found.</p>
TCO authorisation system	<p>The Agency received and processed 89 new applications for TCO authorisations in 2018.</p> <p>EASA's web-based TCO software application proved to be an effective tool in supporting the authorisation process by informing all relevant stakeholders about the status of TCO applications and authorisations.</p>



	Throughout 2018, close coordination was maintained with the European Commission to ensure the necessary alignment between TCO authorisation decisions and the EU Air Safety List mechanism. EASA participated in all the relevant meetings and hearings organised by the Commission in preparation of and to conduct the two Air Safety Committee (ASC) meetings in 2018. During the ASC meetings, the Agency delivered numerous technical analyses.
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Work Programme 2018	
Key Process/Action. (related to Strategic Objective 3.1)	Support the European Commission Air Safety List (activity: Third Country Operators: Subsidy Funded)
Expected output	Development of a new articulation between the TCO Authorisation System and the EU Air Safety List, thus ensuring a coordinated approach for negative TCO decisions based on safety assessments. Such an evaluation could possibly lead to a revision of both the TCO and Safety List Regulations.
Indicator (KPI) / Milestone	Milestones 2018: <ul style="list-style-type: none"> Draft proposal to amend TCO regulation + initial input to DG MOVE on amending the ASL Regulation
Annual Activity Report 2018: Key Achievements	
Inventory of proposed changes to the TCO Regulation	<p>During 2018, the Air Operators Oversight Section reviewed the TCO Regulation in light of five years' operational TCO experience. On that basis, an initial inventory of improvement proposals was established, which will be further elaborated in 2019 so that concrete, justifiable changes can be developed and proposed for consideration by the European Commission when amending Regulation (EU) No 452/2014.</p> <p>In the same period, the Air Operators Oversight Section participated in the European Commission's Inter Service Steering group for the evaluation of Regulation (EC) No 2111/2005 (the 'Air Safety List' Regulation).</p>



Work Programme 2018	
Key Process/Action. (related to Strategic Objective 1.2)	SAFA Coordination and analysis of the feasibility of establishing and maintaining a European pool of ramp inspectors (activity: SAFA (Ramp Inspection Programmes): Subsidy Funded)
Expected output	<ul style="list-style-type: none"> Expanded European ramp inspections programme by forming strategic partnerships with several of the States identified in the Implementation Plan of the EASA International Cooperation Strategy and as formalised in signed Working Arrangements. A thorough study will be commissioned to assess the feasibility of the concept. If the result is positive, interested Member States will be invited to participate in a mutual recognition programme of EU ramp inspectors. Subsequently, this will allow participating Member States to manage resources more efficiently. Examine if establishing and maintaining a European pool of ramp inspector is possible. A robust and continuous exchange of reliable SAFA safety information amongst the SAFA Programme participating States. A sound safety analysis by EASA as the basis for safety recommendations.
Indicator (KPI) / Milestone	Milestones 2018: <ul style="list-style-type: none"> One new SAFA Working Arrangement signed Satisfaction rate from stakeholders (participating States) regarding EASA responsiveness (from the stakeholder survey); overall stakeholder satisfaction $\geq 75\%$ Progress on feasibility evaluation of establishing and maintaining a pool of ramp inspectors
Annual Activity Report 2018: Key Achievements	
Pool of Ramp Inspectors	The feasibility study has been initiated. In parallel, the RAMP deregulation project has already paved the way for the mutual recognition of inspector training.
Programme expansion	Following a successful standardisation visit, in November 2018 Australia became the 48 th full member of the ramp inspections programme. For several reasons, the Working Arrangement (WA) negotiations with the envisaged new State were slowed down, also because of a revision of the WA template; as a result, the signature is foreseen for Q1 2019. Contacts have been established with potential new member states in Asia and South America.
Data analysis	Two regular analyses were performed and shared with all participating States and the European Commission.

Analysis of the 2018 internal workload hours performed on the combined activities described above reveals a full adherence to the 2018 workload plan (99.7 %).



I.3.5 Other Flight Standards related Tasks

Objective and Scope

In addition to the core activities described above, which are based on the strategic ambitions of EASA, the Flight Standards Directorate initiated a number of intra- and cross-directorate actions aimed at harmonising processes and increasing the quality of outputs, as well as reducing administrative burden and freeing resources towards activities that bring added-value.

Furthermore, one set of initiatives aimed to improve EASA reactivity towards emerging technologies and business models, which was supported by increased communication between EASA and stakeholders, including R&D groups of the industry and industry leaders.

Work Programme 2018	
Key Process/Action. (related to Strategic Objective 4.3)	Flight Standards-related activities (activity: Organisation Approval; funding source: F&C Funded)
Expected output	Ensure the smooth operation of the FS Directorate using the workforce provided by Senior Management. Improve the productivity of the above-mentioned core activities via staff training and contribution to Flight Standards-related (IT) projects and tasks.
Indicator (KPI) / Milestone	Milestones 2018: <ul style="list-style-type: none"> • Implementation of the periodic Business Process Management (BPM) reviews as per the Agency's Integrated Management System (IMS) • Implementation of various recommendations stemming from audits and other reviews • Revision of expert reimbursement (expenditure) and cost recovery (revenue) procedures • Implementation of the EASA-wide training strategy • Organisation of stakeholder events (including surveys) in the Flight Standards domains
Annual Activity Report 2018: Key Achievements	
Introduction of the new standardisation domain (SYS)	<p>In December 2016, the Commission tasked the Agency to extend standardisation activities to Regulation (EU) No 376/2014 on occurrence reporting.</p> <p>Considering the need to avoid excessive burden on the States by duplicating inspections, and to maintain an efficient standardisation process, the focus will be mainly on the elements that cannot be checked through Continuous Monitoring.</p> <p>Occurrence reporting can be seen as one of the systemic enablers for the State safety management process, together with the implementation of a State Safety Programme, as well as the implementation of the actions arising from the EPAS. Therefore, the Agency decided to combine the assessment of all systemic enablers for aviation safety management in a new standardisation domain, which will also include the assessment of the management system of an authority.</p>



	<p>Preparatory activities to start these new SYS inspections were carried out in 2017. For the whole of 2018, 8 SYS inspections were planned, of which 7 were performed, as the Netherlands asked for a postponement (the inspection eventually took place in January 2019).</p>
<p>Training and standardisation courses</p>	<p>As for training for EASA staff, the 2018 Technical Training Report shows a total of 660 training days for FS as compared to a target of 479 days, which makes for a 138 % implementation of the plan. All FS departments (with the exception of FS.0 at 81 %) exceeded their target number of training days.</p> <p>Regarding standardisation courses, the Agency delivered 3 initial training courses for standardisation team members in 2018. Out of 33 participants, 17 were Agency staff, 15 came from the competent authorities of the various Member States, and 1 was from the Commission. Moreover, the Agency held several workshops to clarify the intent of the rules and to improve compliance by Member States.</p>
<p>ICAO – EASA relationship</p>	<p>The cooperation between the Agency and ICAO continued during 2018 in application of the provisions of the EASA/ICAO Working Arrangement. This entailed working in three areas:</p> <ul style="list-style-type: none"> – Participation to ICAO Universal Safety Oversight Audit Programme audits. – Exchange of safety information supporting continuous monitoring for the benefit of both ICAO Universal Safety Oversight Audit Programme and Agency standardisation activities. – Coordination of Agency standardisation inspections and Universal Safety Oversight Audit Programme activities to enhance the overall effective implementation (EI) of ICAO standards in EASA States. <p>In addition, the Agency supported the development of the ICAO methodology for the assessment of SSP implementation, which is planned to start in 2021. EASA and ICAO also launched a new ICAO – EASA Joint Language Proficiency requirements Implementation Task Force in order to enhance the language proficiency requirements implementation and support States in this domain.</p>



I.4 Resources and Support Directorate

Efficiency & Digitalisation

Over the last few years, the Resources and Support (RS) Directorate has been committed to increasing the efficiency of its services through the **streamlining and simplification of processes, procedures, policies and practices** in order to focus on critical risks, make them easy to digitalise and automate and ultimately reduce the efforts required by their implementation.

RS Services continued to contribute to efficiency in 2018, with a particular focus on preparing for digitalisation, through contributions to the **CORAL/Digitalisation Programme** and other **directorate initiatives**, including but not limited to:

- 100 % paperless staff requests to HR;
- 100 % paperless missions;
- Agile ('fast-track') IT project approach piloted in 2018;
- Applicant portal – 100 % of applications for existing categories of minor changes, major changes/derivatives, ETSOA, and STCs submitted online;
- 86 % paperless finance;
- 20 % reduction in financial management over last 3 years;
- Deployment of an electronic workflow tool.

New Basic Regulation & Future Developments

EASA worked to refine and make **its funding scheme more sustainable and consistent**, preparing for the challenges in the years to come (e.g. impact of the new Basic Regulation and BREXIT). In preparation for a revised Fees & Charges regulation, the analysis and design phases were completed in 2018, resulting in a proposal that is expected to establish a sustainable funding model that was widely supported by industrial applicants engaged through surveys, interviews and workshops. A proposal for the regulatory text is planned to be drafted and submitted by mid-2019.

Management & Development of Human Capital

To ensure the development and sourcing of agile, talented and committed staff to be prepared for the challenges of the New Basic Regulation, Brexit and other strategic priorities, in 2018 RS started building a comprehensive 2019+ HR roadmap and strategic workforce planning through, amongst other actions, engaging staff members and the management in a review of critical processes and activities. Focus was continued to be brought to strengthening the EASA management community and towards change and performance management.

Financial Control Environment

RS performed an assessment of the risks associated with the different types of financial transactions. Based on this RS produced a scheme that would improve proportionality through providing more power and accountability to the right actors; the scheme would, at



the same time, keep an acceptable level of internal control and improve efficiency by merging different roles and reducing the number of files for management approval.

I.4.1 Human Resources

EASA deploys all the staff necessary to fulfil its assigned areas of competence and in doing this optimises the use of its budget, relying on a proactive, modern and forward-looking, efficient set of HR policies, planning & monitoring tools and related processes driven by measurable performance, balancing risk, and assuring compliance with its regulations.

The HR team strives to be recognised by EASA managers as their business partner, competent to mentor them and bring them tailored solutions in the optimisation of an engaged and competent workforce deployment and in addressing individual cases in a timely manner. This is to be supported through processes of strategic workforce planning including recruitment and internal staff deployment.

EASA is developing a modern HR, taking into account the results of the Staff Engagement Survey that supports development and empowerment of its staff, while at the same time building an agile workforce. This is a crucial success factor to be able to quickly adapt to permanent change. The Agency is currently implementing initiatives aimed at staff progression and deployment in line with the Agency's strategic plan.

Work Programme 2018	
Key Process/Action. (related to strategic objective 4.1; 1.1)	Human Resources (activity: support activity; funding source: Mix Funded)
Expected output	Build up the Aviation Safety Talent Community: EASA has a sufficient number of motivated, innovation-prone and high-potential staff
Indicator (KPI) / Milestone	<p>KPIs:</p> <ul style="list-style-type: none"> Occupancy rate (fulfilment of the establishment plan at year's end – yearly reporting) Non-occupancy duration (90 working days or fewer of vacant posts) Turnover rate (numbers of statutory staff leaving the Agency as a percentage of total statutory staff – yearly reporting) Staff Engagement survey (biennial) <p>Milestone 2018:</p> <ul style="list-style-type: none"> After the roll-out of the pilot projects concerning development and mobility, this process will be extended to the whole Agency during 2018 and systematically applied thereafter.
Annual Activity Report 2018: Key Achievements	
Competency framework	Leadership competencies were further improved based on new managerial job profiles, including behavioural indicators that describe



	what the competency means at each hierarchical level. Managerial competencies and indicators were incorporated in the assessment centres, development and planning, and appraisals (conduct).															
Staff exchange programme & Work Effectiveness	The staff exchange programme intends to facilitate cooperation and knowledge-sharing between stakeholders and the Agency. Altogether, 2 EASA staff members were seconded to hosting organisations and 9 staff members from the Junior Qualification Programme (JQP) were also able to have an experience in relevant aviation organizations.															
Staff appraisal	Lessons learned during the 2017 appraisal exercise were evaluated and applied to the 2018 appraisal exercise to achieve a more streamlined and efficient process.															
Occupancy rate Non-occupancy duration, Turnover rate	The Agency met the occupancy rate KPI by recruiting 98.5 % of TAs by year's end. The follow up of the non-occupancy KPI was dropped as the concept of "full house" focus evolved towards efficiency realisation. The turnover rate (numbers of statutory staff leaving the Agency as a percentage of total statutory staff) resulted in 4.6 %.															
Recruitment process efficiencies	<p>The Agency published 13 external vacancies, targeting to recruit 14 Temporary Agents and 6 Contract Agents and to establish 5 reserve lists for the coming years. More than 1600 applications were received and 119 interviews conducted.</p> <p>Overall, 34 staff members left the Agency (27 TAs, 7 CAs) over the course of 2018, and 23 new contracts of employment (11 TAs and 12 CAs) were concluded.</p> <p>EASA continued its efforts towards streamlining the recruitment/staffing procedure(s), in particular by running internal and external selection procedures in parallel. In addition, the Agency is refining its sourcing strategy to bring more efficiency to the selection process, while running light internal calls for expressions of interest, thus fostering the mobility of existing staff.</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>Temporary Agents (TA)</th> <th>Contract Agents (CA)</th> </tr> </thead> <tbody> <tr> <td>New contracts concluded 2018</td> <td>11</td> <td>12</td> </tr> <tr> <td>Staff members leaving 2018</td> <td>27</td> <td>7</td> </tr> <tr> <td>Net staff increase 2018</td> <td>-16</td> <td>5</td> </tr> <tr> <td>Vacancies published 2018</td> <td>13</td> <td>6</td> </tr> </tbody> </table> <p>Table: TA and CA staff changes in 2018</p>	Activity	Temporary Agents (TA)	Contract Agents (CA)	New contracts concluded 2018	11	12	Staff members leaving 2018	27	7	Net staff increase 2018	-16	5	Vacancies published 2018	13	6
Activity	Temporary Agents (TA)	Contract Agents (CA)														
New contracts concluded 2018	11	12														
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Net staff increase 2018	-16	5														
Vacancies published 2018	13	6														
Junior Qualification Programme (JQP)	The JQP pilot resulted in the engagement of 11 highly talented graduates in 2017. The JQP has proven to be an important initiative for the Agency															



	<p>for building a strong talent pipeline aiming to grow the next generation of aviation professionals. All participants successfully completed the programme by the end of 2018. Thanks to that, the Junior Professionals have earned further qualification in their target positions, e.g. as Experts, Organisation Approval Team Leaders or Project Certification Managers. The JQP builds on modern development instruments such as mentoring, on-the-job training, rotations and outside assignments with the Agency's major stakeholders. After the positive experience of the pilot exercise, the Agency plans to continue to recruit Junior Professionals and launched a follow-up exercise in 2018 from which 4 new Junior Professionals were selected and are scheduled to join the Agency on 1 April 2019.</p>
Assessment centres for selection of managers	<p>The Agency introduced as standard practice the use of assessment centres as one of the selection instruments in managerial recruitment procedures, acknowledging the crucial role of the managers in steering the organisation towards fulfilling the EASA mandate. The assessment centre measures the relative strengths and development opportunities of the candidates against the needed competency profile. The assessment centre results serve as basis for determining a development plan for the newly selected managers. In 2018, 13 internal procedures for managerial posts incorporated an assessment centre evaluation in its selection process.</p>
Development and mobility programme	<p>In September 2017, the Agency piloted a structured approach to staff development and internal mobility with the CT and RS directorates. In 2018, this pilot was expanded to the ED and SM directorates and began in RS with a focus on anticipating business needs and mapping staff members accordingly, while taking into account their aspirations and capabilities. The 2018 exercise was appreciated and provided some lessons learned, which will be reviewed in 2019 to establish a lighter process that could be rolled out across the entire Agency.</p>
Management community	<p>The management community development programme, which was implemented with all EASA managers in 2017, aims at building a strong community of managers that share a leadership culture based on common leadership principles. The 2018 programme kept the momentum of 2017 and consisted of off-site events, in-house workshops and working lunches on the key topic of change management. The programme will continue throughout 2019.</p>
Staff engagement survey	<p>Around 300 initiatives were identified to address the outcome of the 2016 staff engagement survey. These were consolidated into 65 different actions, which were either completed or initiated during 2017. Updates on the actions were communicated to staff via articles published on the intranet. The next survey will be launched in 2019.</p>



I.4.2 Information Technology

In the first half of 2018, the IT Department concentrated its efforts on the realisation of the 2016-2021 strategy, focusing on four main objectives:

- Strengthen infrastructure, data and information security management;
- Continue ad hoc IT outsourcing and establish conditions for structured IT outsourcing;
- Enhance effectiveness and efficiency in planning and governance;
- Deliver IT solutions and services timely.

Following the enlargement of the CORAL programme towards driving digital transformation within the Agency, and the appointment of a new Head of the IT department, as of mid-2018 the IT department's focus was redirected to supporting the Digitalisation/CORAL programme team in preparing comprehensive conceptual and operating models, as well as building a roadmap to realise the digital transformation within the Agency. Throughout these activities, a holistic approach has been adopted to ensure all dimensions (business, information, data, technical, etc.) are taken into consideration and covered accordingly.

In the wake of the above shifts, the IT outsourcing-project and the realisation of the 'technical roadmap' driven by the IT department were postponed in order to ensure their full alignment with the ambitions and plans resulting from Digitalisation/CORAL programme work. The final results of this are expected to become available in March 2019 and will form the basis for the reviewed strategy and priorities of IT.

Work Programme 2018	
Key Process/Action. (related to strategic objective 1.1;2.2; 3.1; 4.2)	Establishing a coherent IT architecture, considering EASA strategy and needs, as well as definition and implementation of a sourcing roadmap. (activity: support activity; funding source: Mix Funded)
Expected output	A cross-organisational, consolidated and secured IT architecture fulfilling EASA needs and strategy, while fostering scalable and resilient IT services through cost-effective sourcing capability management...
Indicator (KPI) / Milestone	KPI: <ul style="list-style-type: none"> • IT expanding services realisation Milestone 2018: <ul style="list-style-type: none"> • Define 'to be' IT architecture and technical roadmap, considering EASA needs, IT security and IT outsourcing roadmap.
Annual Activity Report 2018: Key Achievements	
IT Transformation	<p>In the first half of 2018, the IT team continued to work on implementing the 2016-2021 strategy, defined at end 2015, and the realisation of the supporting technical components.</p> <p>However, as of mid-2018, with the expansion of the CORAL programme towards digital transformation, new priorities have been set and the IT department provided its full support to the Digitalisation/CORAL team in its work on building a comprehensive strategy and programme.</p>



	Consequently, and to avoid inconsistency, the definition and further elaboration of the IT architecture was suspended until the strategy and resulting needs defined under the Digitalisation/CORAL programme have been decided.
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Work Programme 2018	
Key Process/Action. (related to Strategic Objective 4.3)	IT service operations (activity: support activity; funding source: Mix Funded)
Expected output	IT services provided in accordance with Service Level Agreement, including up-to-date maintenance and upgrade, while considering sourcing capabilities.
Indicator (KPI) / Milestone	KPI • IT achievement of Service Level Agreement (SLA)
Annual Activity Report 2018: Key Achievements	
IT Projects Delivered	<p>In line with the agreed 2018 plan, the IT Department continued to deliver new releases for ongoing projects, in particular for the following solutions: eRules, Safety Data Management Platform (SDM), Shared Platform for Initial Airworthiness Certification (SEPIAC) and technical capabilities to support the shift to paperless internal processes (e.g. financial processes).</p> <p>From Q3 2018, the prioritisation of new and ongoing projects was postponed in order to ensure alignment with the Digitalisation/CORAL programme and to cater for the resulting extra workload.</p>
Agile Approach Applied	Intensive work took place to adapt the approach to designing and modifying software applications using a more rapid agile methodology. The approach aims at a more efficient and fast-tracked method for dealing with certain requests from the business that enables the continuous delivery and update of software. Work on the first new deliverable, a new time recording tool, started on 16 November with its full delivery taking place within 3 months.
Robust IT Security	<p>Several activities were performed in order to continue to increase assurance and control on the security of the IT environment and applications, such as:</p> <ul style="list-style-type: none"> — Strong collaboration with CERT-EU, providing services, expertise and tools to improve the resilience of existing applications and systems and the defence against cybersecurity attacks. — The Information Security Cell is in full operation, chaired by the Chief Information Management Security Officer within the Executive Directorate. — Increased IT security surveillance during the whole year, including holidays, which, for example, allowed to block cyberattacks immediately.



	— Strong involvement of IT security in the Digitalisation/CORAL programme.
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I.4.3 Applicant Services

The Applicant Relations Section surveyed several thousand industrial applicants on proposed amendments to Regulation (EC) No 319/2014 on fees and charges. The proposal was adjusted taking into account responses and the final results were published in March 2019.

The team was also instrumental in preparing for Brexit, initiating in October a streamlined procedure to process advance applications for third country organisation approvals, monitoring progress through the account managers and publishing regular guidance to applicants.

By the end of 2018, the milestone was reached of 100 % of applications for major and minor changes, STC and ETSOA being submitted through the applicant portal. This means a total of 2 500 applications (nearly 50 %) and 400 active companies.

Partnership agreements were extended to the Czech Republic and a further extension was announced in the Management Board meeting in December.

Work Programme 2018	
Key Process/Action. (related to Strategic Objective 4.3)	Applicant relations & charging policy management (activity: Product certification; funding source: F&C Funded)
Expected output	Full service applicant portal and dedicated applicant relations team simplifies and accelerates certificate delivery
Indicator (KPI) / Milestone	KPI: • Applicant satisfaction rate
Annual Activity Report 2018: Key Achievements	
Applicant satisfaction	The annual stakeholder satisfaction survey was rescheduled to Q1/2019 to coincide with a wider consultation on a revision to the fees and charges regulation. At the time of writing, results are still being compiled.
Application harmonisation	Pending the full implementation of the CORAL programme, an interim review of the process in place to issue export certificates of airworthiness achieved a cost reduction of around €2 000 per delivery for the applicant and halved the outsourcing cost to EASA. It also guaranteed that the certificate would be issued in time for the delivery and harmonised the process with other certification processes.



Work Programme 2018	
Key Process/Action. (related to Strategic Objective 4.3)	CORAL Programme (activity: Product certification; funding source: F&C Funded)
Expected output	EU certification processes are digitised in a single, transparent, cost-efficient system with user-friendly access for both internal and external stakeholders and predictable workflows.
Indicator (KPI) / Milestone	Milestone 2018: <ul style="list-style-type: none"> First phase in service
Annual Activity Report 2018: Key Achievements	
CORAL programme	Intensive preparations continued under the CORAL Programme to define target operating models for information and technology management to underpin the digitalisation of the Agency. The number of internal and external stakeholders associated with the initiative increased significantly. The programme is on track to deliver a full design package by Q1 2019 that will enable implementation to start in Q2 2019.

Work Programme 2018	
Key Process/Action. (related to Strategic Objective 3.3)	Review and amend charging policy in cooperation with stakeholders to fund certification activities carried out under the revised basic regulation. (activity: Product certification; funding source: F&C Funded)
Expected output	Revenue from fees and charges is predictable, stable and covers forecasts of expenditure over the business planning period.
Indicator (KPI) / Milestone	Milestone 2018: <ul style="list-style-type: none"> EASA engages stakeholders and carries out feasibility study
Annual Activity Report 2018: Key Achievements	
Fees and Charges Regulation Review	The analysis and design phases were completed, resulting in a proposal that is expected to establish a sustainable funding model that was widely supported by industrial applicants engaged through surveys, interviews and workshops. A regulatory text based on the proposal will now be drafted and submitted for the comitology procedure in mid-2019.



Work Programme 2018	
Key Process/Action. (related to Strategic Objective 3.2)	NAA & QEs outsourcing (activity: Product certification; funding source: F&C Funded)
Expected output	Implementation of outsourcing strategy 2017-2021 including the advancement of the new framework of partnership agreements. Reinforced NAA capacity to ensure sustainability at the level of the European aviation safety system and development of expertise in technical areas of high strategic value
Indicator (KPI) / Milestone	<ul style="list-style-type: none"> 2018: EASA and NAAs increase cooperation on certification tasks under partnership agreements without business interruption 2018: EASA contracts a new set of qualified entities (QE) to cover selected certification tasks
Annual Activity Report 2018: Key Achievements	
NAA Partnerships Development	Cooperation with NAAs under the Partnership Agreements was extended to international cooperation activities. Detailed mechanisms for involvement will be defined in 2019.
Accreditation of Qualified Entities	Two new qualified entities were selected and accredited to carry out specialised certification tasks.

Work Programme 2018	
Key Process/Action. (related to Strategic Objective 4.3)	Service demand management: digitise and automate application process (activity: Product certification; funding source: F&C Funded)
Expected output	Application process is efficient, responsive, predictable and accurate due to comprehensive online web services.
Indicator (KPI) / Milestone	<ul style="list-style-type: none"> 2018: prepare processes and system to register 80 % of applications within 2 working days by 2019
Annual Activity Report 2018: Key Achievements	
Application Portal	Following its deployment, 90 % of applications were handled through the portal in 2017. A final promotion campaign was launched and succeeded in achieving 100 % of applications for existing categories of minor changes, major changes/derivatives, ETSOA, and supplementary type certificates being submitted through the portal. The associated efficiency gain is estimated at 0.1 FTE.



I.4.4 Finance & Procurement

2018 Financial and Budgetary Performance

Overall, the Agency achieved a good performance on the implementation of the 2018 budget of €198 m. The provisional 2018 budget result is €0.7 m positive on the subsidy segment and €2.7m negative for the Fees & Charges (F&C) segment.

When looking at 'Fees & Charges' incomes, the Agency received +€2 m (€105.3 m in 2018 versus €103.5 m in 2017) from industry for services rendered in 2018, which reflects the dynamics of the business. Simultaneously, a healthy debt recovery standard was maintained with debt outstanding older than 120 days (at the end of 2018) of €581 000.

The detailed financial and budgetary results are reported in Part V Annex 10 (V.10 Final Annual accounts (K€)).

Work Programme 2018	
Key Process/Action. (related to Strategic Objective 4.3)	Implement budget according to EU and EASA rules. (activity: support activity; funding source: Mix Funded)
Expected output	High budget implementation rate maintained and in line with sound financial management principles.
Indicator (KPI) / Milestone	KPIs: <ul style="list-style-type: none"> Budget committed Carried over commitments Milestones 2018: <ul style="list-style-type: none"> Identification of feasible automated processes to enable 'paperless finance'
Annual Activity Report 2018: Key Achievements	
Budget Execution Rate	The Agency achieved a very high budget execution rate of 98 % in 2018 (99 % in 2017), well above the 95 % threshold set by the European Commission (EC). Furthermore, the cancellation of amounts carried over from 2017 to 2018 remained low at 1.8 % compared to 2.6 % in 2017, also below the 5 % limit set by the EC. All financial indicators confirm the Agency's ability to identify the areas where financial resources are under-utilized and, reallocate them efficiently to strategic projects and investments.
2018 Budget Outcome	From a budgetary perspective, the Agency ended the year with an overall deficit (Budget Result Account) of -€2 m (+€0.7 m related to subsidy activities and -€2.7 m related to fees & charges activities). The fees and charges negative budgetary result is deducted from the accumulated surplus bringing it down from €54.9 m to €52.2 m.
Digitalisation	In 2017, the Finance and Procurement Department launched a programme to fully automate financial processes by the end of 2019, re-



	<p>engineering/streamlining processes and minimising the need for paper files.</p> <p>The second year of the programme aimed at simplifying and automating the payments and system of financial delegations.</p> <p>A number of simplifications were made following the review of financial processes. At the end of 2018, 86 % of financial transactions were processed paperless</p>
Earmarked revenues	In 2018, the Finance and Procurement Department further supported the administration of technical assistance projects (specific funding projects mainly in the areas of international cooperation and research). The support centred on improving the financial aspects and coordination of external audits on these projects.

I.4.5 Corporate Services

The Corporate Services Department operates the EASA 'Direktion' to make sure that the workplace and other facilities are safe, suitable for the tasks carried out, efficiently operated, and that health and safety risks to employees and visitors are avoided to the utmost. Corporate Services provides a modern team space office environment tailored to the Agency's needs and ancillary services across the building. To ensure a smooth daily running of the building a large number of external service providers, suppliers and experts are continuously managed by the department.

Work Programme 2018	
Key Process/Action. (related to Strategic Objective 4.2)	Facility and security Management (activity: support activity; funding source: Mix Funded))
Expected output	Manage NDK Direktion fit for EASA operational needs and assure security of staff and visitors
Indicator (KPI) / Milestone	KPI: <ul style="list-style-type: none"> Building cost per square-meter
Annual Activity Report 2018: Key Achievements	
Enhanced Facility and Security Management (FM) Services	<p>An FM services satisfaction survey was conducted and demonstrated a high level of overall satisfaction. (86 % satisfaction rate compared to 75 % (+11 %) in 2014).</p> <p>In response to previous feedback and the Corporate Services Department's commitment to providing reliable and growing services, there has seen a significantly increased service portfolio compared to operations in the previous premises (in years 2014/15). The enhanced operations (without increasing staff resources) including additional canteen / catering services, conference centre welcoming approx. 45 000 visitors annually, certified data centre, additional car park, management of approx. 6 000 sqm. of additional rented space and team space organisation.</p>



Improved Claim & Technical Building Infrastructure Mgmt.	Enhanced building deficiency and warranty / claim management and gradual improvement of technical building installations overall.
Building Costs	2018 ended with an average of €418 sqm/annum, €35 below target (of €453) achieved through continuous operational optimisation efforts.

Work Programme 2018	
Key Process/Action. (related to Strategic Objective 4.2)	Event Management (activity: support activity; funding source: Mix Funded)
Expected output	Offering in-house conference and event facilities and support services (e.g. conference centre and catering, media technologies)
Indicator (KPI) / Milestone	KPI: <ul style="list-style-type: none"> Visitor satisfaction with in-house conference facilities
Annual Activity Report 2018: Key Achievements	
Conference organisation	Increasing number of conferences and meetings held in-house. In 2018 EASA hosted nearly 26 000 external visitors as well as ca. 14 500 meetings.
Customer feedback	In an internal survey, the following services were rated as satisfactory to very good by : <ul style="list-style-type: none"> – 81 % meeting and conference facilities – 93 % reception and security – 84 % bistro and conference catering. <p>External feedback was measured for four big events (Airworthiness Standardisation Workshop, STC Workshop, ETSO Workshop and DOA Workshop) and resulted in a satisfaction rate of 84 % overall, which is above the set KPI of 70 %.</p>
Improvement project	The analysis of conference facilities and processes started in 2018. An action list was established and the first actions were taken, e.g. improved seating set-up, better catering placement and facilitated room booking process. This will continued in 2019.

Work Programme 2018	
Key Process/Action. (related to Strategic Objective 4.2)	Business Travel Management (activity: support activity; funding source: Mix Funded)
Expected output	Offering global travel solutions that are reliable, cost-effective and compliant to EASA travel policy
Indicator (KPI) / Milestone	KPI: <ul style="list-style-type: none"> Timely processing of mission claims
Annual Activity Report 2018: Key Achievements	



Travel policy	Timely adoption of new travel policy that was drafted in line with the EC implementing rules, which aims at ensuring a cost-efficient and proportionate organisation of the missions process. Dissemination of relevant information and deployment of a training campaign.
Claims processing	On average, mission claims were processed within 23.2 days, which is within the KPI of under 30 days. The slight decrease compared to 2017 is due to reduced staffing.

I.4.6 Other Resources and Support-related tasks

In 2018, efforts were concentrated on meeting efficiency targets through continuing to redesign processes and policies. This, in combination with the linear cuts in staff and resources, prompted a revision of service priorities and a renewed focus on mandatory and necessary services only, which led to a reduction of the service catalogue in order to improve quality in priority areas.

In addition to the working hours (WH) saved in 2016 & 2017, further savings amounting to 23 000 WH = 14 Full Time Employees were achieved in 2018. This represents a 10% reduction when compared planned working hours versus actual hours performed in 2018.

Work Programme 2018	
Key Process/Action. (related to Strategic Objective 4.3)	Resources and Support-related activities (activity: support activity; funding source: Mix Funded)
Expected output	Ensure the smooth operation of the RS directorate using the workforce provided by Senior Management and assistance. Enhancing the productivity of the above-mentioned core activities via the consumption of trainings or the contribution to Resource and Support-related (IT) projects and tasks.
Indicator (KPI) / Milestone	Milestone 2018: <ul style="list-style-type: none"> Reorganisation of the RS Directorate.
Annual Activity Report 2018: Key Achievements	
Reorganisation postponed	Internal capacity reduction achieved and programmed over the next 3 years, adaptation of RS organisational model ongoing with shift in competencies deployed and revision of make/buy mix. The actual and planned departure of 3 out of the 5 RS middle managers called for prioritising the rebuild of managerial capacity.



I.5 Executive Directorate

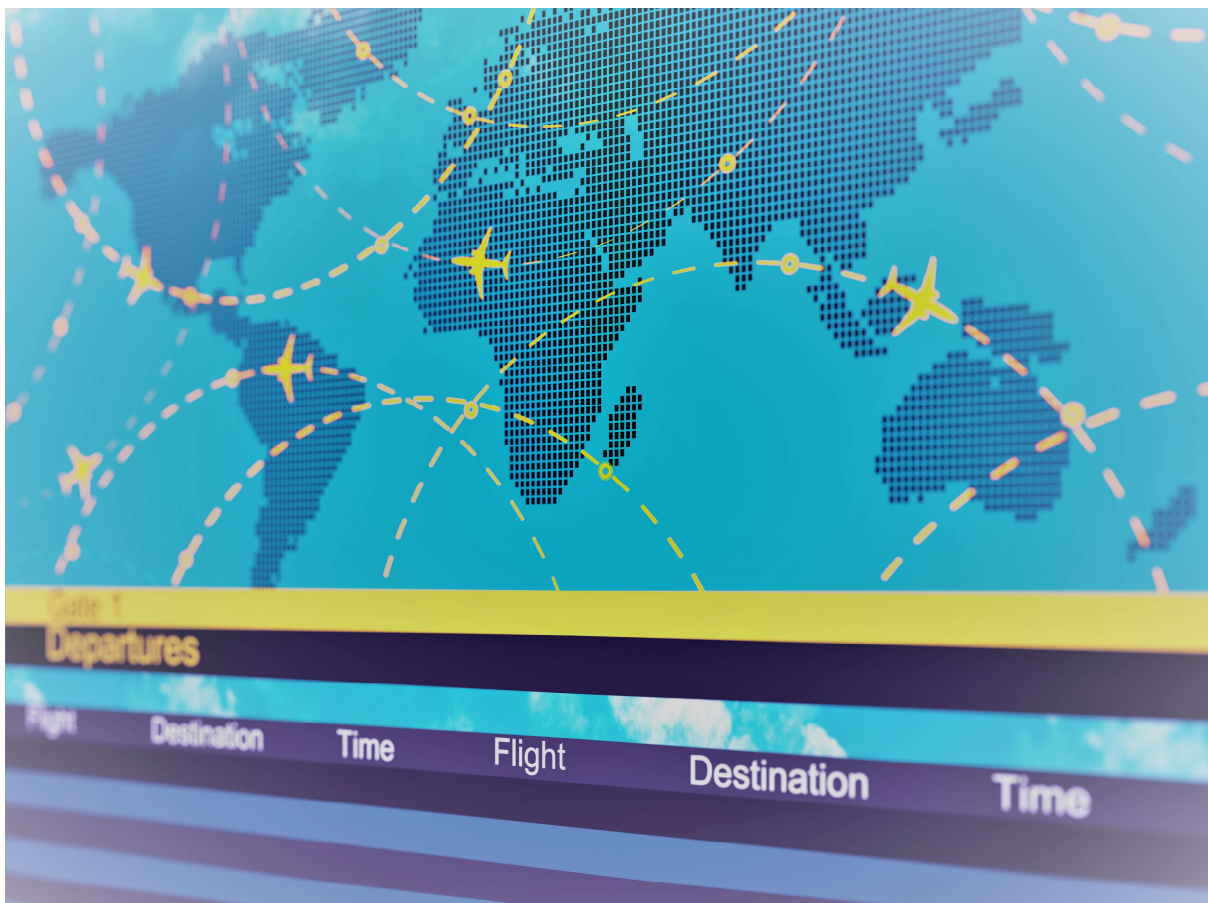
Objective and Scope

The Executive Directorate assists the Executive Director in conducting the general management and to supervise the functioning of the Agency. This includes driving the setting and delivery of EASA's strategic objectives and priorities, as well as the overall management of the capacity, capability and competence of the Agency. The Executive Directorate includes the functions requiring independence vis-à-vis all other departments in the Agency (i.e. communications, legal, internal audit, quality).

Work Programme 2018	
Key Process/Action. (related to Strategic Objective 6.2)	Executive Directorate-related processes - (Mix funded)
Expected output	<ul style="list-style-type: none"> • Internal and external communication • Quality assurance • Legal advice • Compliant organisation ensured via audit • Efficiency gains following LEAP Programme
Indicator (KPI) / Milestone	KPIs: <ul style="list-style-type: none"> • Corrective action closure rate of audit findings • Number of non-conformity events against the ISO standards Milestone 2018: <ul style="list-style-type: none"> • Status Report on LEAP Implementation
Annual Activity Report 2018: Key Achievements	
Internal Control Standards	<p>The annual assessment of EASA management standards was positive. It concluded that the Agency's management system complies with the management standards (ISO standards and Internal Control Framework).</p> <p>The integrated management system of the Agency (ISO 9001) was reviewed by the auditors in 2018, during the second surveillance exercise and no non-conformity was identified.</p> <p>The results of the integrated management system review were presented to the directors and improvement actions were submitted for decision. In 2018, all the above activities concluded that the internal control system fully complies with the EASA's management standards.</p>
Information and document management.	<p>During 2018, EASA made considerable progress in the field of information and document management, developing an Agency-wide Electronic Document and Records Management System, which was further rolled out to main processes and Agency-wide projects. In addition, the system was expanded to make it accessible to a larger number of external users.</p>
Internal Audit Service IAS	<p>In 2018, the Internal Audit Services (IAS) reviewed and confirmed the implementation of all the actions that were pending in the areas of: 1. Business Continuity; 2. Information Security Management; and 3. European Plan for Aviation Safety (EPAS).</p>



	<p>Nevertheless, new IAC recommendation were issued in 2018, none of which were rated as ‘critical’ or ‘very important’ in the area of:</p> <ul style="list-style-type: none"> - Facility and Security Management - Research - Organisational Approval
LEAP Implementation	<p>The Lean Efficiency Agility Programme (LEAP) and other efficiency initiatives were launch during 2018 resulting in a reduction in workload equivalent to 16 FTEs. Details on the actions and split by directorate are presented in the following dedicated chapter: “1.6 Efficiency Gains”</p>



I.6 Efficiency Gains and Negative priorities

I.6.1 Efficiency Gains

EASA is addressing external and internal demands to objectively demonstrate the Agency's efficiency. For this purpose, the Agency launched coordinated initiatives to improve efficiency. LEAP (Lean Efficiency Agility Programme), as well as a number of individual improvement measures were programmed for 2018. That led to the **reduction of workload** by a total of **16 FTEs**. The capacity thus freed was partially used to redeploy posts to other activities, to reinforce the Agency's priorities; a further portion of the freed capacity was used to cope with the increased workload and the revised quality needs of legacy activities. Overall, across its directorates, EASA was able to achieve:

SM – Strategy & Safety Management Directorate

EASA progressed as planned in the review of its processes concerning administrative, financial and procurement support to earmarked funded activities. A network of assistants was put in place to work on earmarked projects, reduce redundancies and disseminate best practices. Via the reorganisation of strategy development, business programming and business analysis, two posts were redeployed to cope with the increasing work in other business priorities.

CT – Certification Directorate

The Certification directorate achieved the expected efficiency gains via the implementation of several initiatives. For instance, following the entry into force of TIP Revision 6 with the FAA, the validation of Major Level 1 projects, the implementation of the streamlined validation for Basic STCs and the automatic acceptance of the major repair, the Agency's involvement was reduced. The usage of SEPIAC and its latest release (EASA and applicants); the amendments of the CS-25 to incorporate generic CRIs; the revision of the Certification Memorandum process; and the simplification of processes and procedures also allowed EASA to redeploy additional capacity.

FS – Flight Standards Directorate

Following the implementation of all feasible LEAP recommendations, plus other complementary initiatives, such as the processes re-design according to the Organisation Approval and Standardisation roadmaps, EASA also expanded its online FAQ pages to cover more technical domains and revised its internal policy for answering external queries by redirecting them to the national competent authorities, where appropriate. Furthermore, following a freeze of rulemaking outputs, the FS directorate redeployed parts of its workforce to strengthen implementation support, safety promotion, and standardisation. FS is also beginning to benefit from the gradual progress of the CORAL programme and its digitisation initiatives. The Agency was able to free up and redeploy approximately 7 FTEs across the FS Directorate.



RS – Resources and Support Directorate

Building upon past achievements, RS continued the structured revision of its processes and the service levels offered. Key initiatives were for example: deployment of lighter selection procedures for the recruitment of section managers and heads of department; revisiting of the IT infrastructure maintenance and services related to applications management, which led to the optimisation of the deployed resource levels; further streamlining, simplification and automation of financial transactions and practices; and implementation of leaner travel processes. Overall, the efficiency gains resulted in approximately 6 FTEs. Related posts were either redeployed or the freed capacity was used to absorb new/additional workload, such as the CORAL digitisation project or the F&C Review.

ED – Executive Directorate

Following the resignation of an administrative assistant in the ED Office, tasks were analysed, reprioritised and redistributed among the three remaining administrative assistants in the team, and a 25 % efficiency gain in that domain was achieved. The freed post was redeployed.

I.6.2 Negative priorities

In an environment of a growing aviation sector, with new technologies and innovative products, EASA has also, enlarged its competencies with the entry into force of the new Basic Regulation on 11 September 2018. The increase in Workload has been accompanied by a relatively stable resources resulting in a major challenge for EASA to full field all its tasks and objectives in 2018. In addition to the efficiency measures explained in previous chapter, EASA had to postpone or deprioritise certain activities during 2018, in regards to:

Product certification and technical harmonisation delay - Certification

Due to resource constraints, activities on certification projects have been prioritised. This did not undermine the level of safety but created delays for some applicants. On the other hand some international harmonisation tasks were delayed from 2018 to 2019 owing to pressure on the resources.

Continuous Monitoring Programme (CMP) – Third country Operators

Although trend is slightly improving, the CMP Programme arrived to 82.6% of implementation, not reaching the target of 100% implementation rate. This was due to resource limitation in terms of staff so a specific recruitment procedure was launch during 2018. Regarding the “Application of Third country Operators” An average of 87.5% of the received application from operators were authorised within the 30 days following the completed submission of the technical documentation, with an average 24.6 days duration to response.

Research resources engagement & timely execution - Safety Intelligence and Performance

The consolidation of the Research Strategy and the launch of research projects was limited by the lack of EASA’s internal resources. These resulted in a delay of the scope definition of two projects and a limitation in selection and valuation of the project participants. Out of the



initially planned engagement of 7 Full Time Equivalent (FTE), the activity had to be performed with 4.5 FTE (62% resource streamline).

Alternative mechanism for direct funding of the Agency's research priorities by the EU (i.e. the H2020 programme) were explored with a delegation agreement being prepared.

De-prioritization of the Rulemaking programme – Strategic Programming and Monitoring

Despite being able to publish 3 opinions in 2018 as planned, EASA decided to delay the publication of certain task to make resources available for implementation and monitoring of the existing rules. Therefore 20 rulemaking tasks were put on hold such as the opinions for the balloon & sailplane FCL and Basic Instrument Rating (BIR). In addition planning of opinions for the following years was redone and a limitation in the number of opinions per year was introduced.

IT internal development and CORAL programme implementation. – Support

The development of IT applications and software (Budget line 3200) costs expenditures decreased by €0.8m (-59%) compared to previous year 2017 and by €0.7m (-56%), limiting the deployment of further digitalisation measures. The CORAL programme, IT outsourcing-project and the realisation of the 'technical roadmap' were partly postpone to 2019, not achieving the planned deliverables in 2018.



Part II – Management

II.1 Management Board and major developments

The Management Board (MB) plays a key role in steering the work of the Agency. It met three times in 2018, was attended by around 70 external participants and was informed of and involved in all major developments, e.g. activities in the areas of drones, standardisation and inspector qualifications, better and performance based regulation, the negotiation of partnership agreements between EASA and NAAs, works related to the revision of the Basic Regulation or further developing the EASA-Euro Control Roadmap. A complete list of Management Board members can be found in Part V – Annex point V. 11 EASA Management Board Members.

The MB adopted the European Plan for Aviation Safety 2019-2023 and the Single Programming Document 2019-2021 (SPD). The latter document includes the Agency's strategy, multi-annual objectives, and Work Programme 2019 as well as performance indicators and provides a clear link between activities and resources. For planning and resources related matters, the MB is assisted by the Programming and Resources Advisory Group, allowing the MB to focus on items of strategic nature and directly related to aviation safety.

II.1.1 Summary of MB Decisions taken in 2018

During 2018, the Management Board:

- Renewed the term of office of the current EASA Executive Director, Mr Patrick KY, from 1 September 2018 until 31 August 2023.
- Adopted the Annual Activity Report.
- Adopted the opinion on the Annual Accounts.
- Adopted the 2018 First Amending Budget.
- Adopted the 2018 First Amending Establishment Plan.
- Adopted the HR implementing rules regarding whistleblowing, learning and development, opt-out from art. 79.2 SR and outside activities.
- Adopted the 'D4S' Financing Decision.
- Adopted the Financing decisions for the implementation of the new Basic Regulation on novel technologies and environmental protection.
- Adopted the Financing Decision regarding Digital Licence for Aviation Pilot (DLAP) Proof of concept.



- Adopted the Decision regarding the delegation of appointing authority powers from the MB to the ED as well as regarding the composition, powers and working methods of the new MB sub-group for the handling of art. 90.2 staff complaints.
- Adopted the Decision regarding the evolution of the Accounting Officer function.
- Endorsed the EPAS 2019-2023.
- Endorsed the 'Evaluation Report' according to art. 62 of the old BR.

II.2 Budgetary and financial management

Appropriations authorised in the Agency's initial budget for 2018 totalled €195M (2017: €189M).

One amending budget was adopted by the MB to reflect the 2017 result related to certification activities. Final available appropriations totalled €198M (2017: €192M) and were executed as detailed below:

(Thousands of euros)

EXPENDITURES	Initial Budget 2018	Amending Budgets 2018	Transfers	Final Budget 2018	Executed Budget 2018
T1 STAFF	96,465	-	803	95,662	94,904
T2 BUILDINGS EQUIPMENT	17,622	-	750	18,372	17,789
T3 OPERATIONAL	46,732	-	53	46,785	39,996
T4 SPECIAL PROGRAMMES	p.m.	p.m.	p.m.	p.m.	17,359
T5 RESERVE	34,417	2,635	-	37,052	-
TOTAL EXPENDITURES excl. internal assigned	195,236	2,635	0	197,871	170,047

Table 6: 2018 Budget: figures included in this table relate to the published 2018 budget and therefore include only current year appropriations, i.e. C1 & R0. Amounts carried over, i.e. C8 & R8 and internal assigned revenues, i.e. C4 & C5 appropriations are not included.

Major aspects of the implementation of the budget

As a result of comprehensive in-year-budget monitoring, the final budget implementation rate for 2018 current year appropriations (C1) was very close to full implementation: above 98% (99% in 2017) and well above the Commission's target of 95%.

Furthermore, the cancellation of amounts carried over from 2017 to 2018 remained low at 1.8% compared to 2.6% in 2017, also below the 5% limit set by the EC.

Summary information of budget implementation rates for all funds sources is detailed in Annex II.

Budget Result

The 2018 fees and charges budgetary result was -€2.7M (+€ 2.6M in 2017). Staff costs increased by €3.7M, administrative costs by €0.9M and operational expenditure by €2.6M



compared to 2017, whereas overall F&C income only increased by €1.8M. This is deducted from the accumulated surplus bringing it down from €54.9M to €52.2M.

On subsidy related activities, staff costs remained comparable to 2017 levels and the € 2M subsidy increase to support the implementation of the new Basic Regulation helped to cover a slight increase in administrative costs of €0.1M and operational expenditure of around € 1.4M. The overall subsidy budget result was +€0.7M.

II.3 Human Resources management

In the context of the Agency's strategic goals and efficiency, processes were reviewed to ensure more flexible and efficient staffing processes and to reach out to universities to promote the Agency among young potentials.

Following the methodology provided by the Network of Agencies, based on the one applied by the Commission, EASA continued to perform the screening and benchmarking of posts for the fourth year.

The result showed a transfer of posts from the administration categories (Administration and Support, Coordination and Neutral) to the operational ones.

II.4 Assessment by management

Overall budget implementation rate

Comprehensive budget monitoring ensured a final current year (C1) budget implementation rate very close to full implementation at 98% and well above the EC 95% target.

The cancellation of amounts carried over from the previous year (C8) reduced further to 1.8% compared to 2.6% in 2017, also below the 5% limit set by the EC.

Achievement of both targets means that no penalties will be applied to the 2020 EU Subsidy.

Legality and regularity

Ex ante verification was performed on each of the 27.000 transactions processed by the Agency. Thereof 17.500 by financial verifying agents and 9.500 by the reporting authorising officers (for mission payments and part of recovery orders). Additionally, in accordance with the ex post control annual programme, 18 ex post controls exercises covering the year 2018 were performed in the areas of: yearly ex post on interims, communication, completed procurement procedures (quarterly) and mission expenditure reimbursements (monthly).

Procurement procedures

In 2018, the Agency managed 16 high-value and middle-value procedures (>€60k). Additionally, approximately 269 specific contracts (under framework contracts) and 100 low-value (€1-60k) contracts were concluded. More details about the main procurement procedures launched in 2018 can be found in Annex VIII.



Registration of exceptions

In accordance with EASA Management Standard 18, the Agency implemented an exception process to document deviations from established processes and procedures. To ensure traceability, deviations from the rules and/or procedures are documented in an exception request, which is registered in a dedicated exception register. For each request, corrective/preventive actions and risk level are identified prior to approval by the relevant director.

The Audit and Assurance Quality Section reviewed the exception requests raised in 2018.

The results of this review is reported to the directors during the Management Review.

There were no significant exceptions registered in 2018.

II.5 Budget implementation tasks entrusted to other services and entities

Not applicable.

II.6 Assessment of audit results during the reporting year

II.6.1 Internal Audit Services (IAS)

The IAS performed a review of Ethics in 2018, including the areas of the Code of Conduct, ethics, and fraud. The draft audit report is expected in Q1 of 2019. With regard to the previous audit work of the IAS and the status of the resulting actions, the IAS have confirmed that all actions are considered as being 'Implemented'.

II.6.2 Internal Audit Capability (IAC)

The IAC performed four audit assurance engagements across the Agency in 2018, including Facility and Security Management, Research, Organisational Approval, and the Social Committee accounts. The objective of the audits was to assess whether there was reasonable assurance that the relevant regulations and/or requirements were complied with, the process objectives were being met, and the key risks were properly mitigated through a robust internal control system. In each of the reviews, this level of assurance was provided and recommendations were given to further enhance either the control environment or the overall efficiency of the processes.

In addition, four follow-up audits were performed on audits carried out in 2017. The purpose of the follow-up audits was to assess the status of the agreed actions resulting from the audit, the effectiveness of such and the residual risk associated with the objectives of the activity. In the four areas subject to a follow up audit in 2018, the residual risks were considerably



reduced to an acceptable level with the implementation of the actions. All open actions were assessed by the IAC as being implemented with the final action scheduled to be closed by the third quarter 2019.

II.6.3 European Court of Auditors (ECA) (To be updated by June once ECA draft report is received)

II.7 Follow-up of audit plans, audits and recommendations

With regard to the previous audit work of the IAS and the status of the resulting actions, the IAS have confirmed that all actions resulting are considered as being 'Implemented'.

The closed actions were related to the areas of:

1. Business Continuity
2. Information security Management
3. European Plan for Aviation safety (EPAS).

The main recommendations resulting from IAC audit work in 2018 relate to:

1. Facility and Security Management: Project management and supplier management,
2. Research: Activity monitoring and project management, and
3. Organisational Approval: Operational practices and procedural compliance, consistency of information, and the training repository.

None of the recommendations noted for these audits were classified as 'critical' or 'very important'. These actions are in the process of being completed, will be implemented during 2019 and do not have an impact on the assurance building process.

II.8 Follow-up of observations from the discharge authority

The European Parliament (EP) granted EASA the Discharge 2017 and approved the closure of its annual accounts.

Regarding the follow-up of the observations made by the EP in the Discharge 2016 (2017/2158 (DEC)), with respect to some aspects of EASA's financial and administrative management, EASA took the following measures:

II.8.1 Staff Policy

There were several points where the EP requested the Agency to focus on:



- Work life balance to be part of the Staff Policy for which EASA have implemented the Teleworking Policy as well as have revised the Flexitime and change the core hours following the feedback of staff survey to increase the 'health and well-being'.
- Psychological and sexual harassment awareness was increased by organising information sessions, highlighting the role of the Confidential Counsellors and further training and sessions were considered.
- Dual carrier system: technical and managerial was design and stablished enabling staff development. In addition a Junior qualification programme was established in 2016 which continued with further recruitment process performed in 2018.
- The Agency's gender imbalance, was address by joining the Commissions imitative 'Women in Transport' aiming to strengthen women's employment opportunities at all levels. EASA has established a Gender Balance Task Force to make recommendations on redressing the imbalance.

II.8.2 Prevention and Management of conflicts of interest and transparency

The EASA Management Board (MB) adopted in June 2018 'Guidelines on Whistleblowing' (EASA MB Decision 06-2018). These guidelines are in accordance with the model decision adopted for all EU Agencies and replace the previously existing EASA process on 'Report of serious wrongdoing'. EASA will now act accordingly and implement the necessary steps foreseen in the Guidelines.

In addition since 2017 revised the 'Policy on impartiality and independence: prevention and mitigation of Conflict of interest' extending the completion of declarations of interests to all staff members. The completion of declaration of interests is now a continuous exercise (staff members to declare any change at any point in time), however, the Agency reminds all staff members of their obligation to update their declaration of interests on a yearly basis'.

As regards EASA transparency policy in its relation with stakeholders and other third parties, EASA — being a technical EU Agency — needs by its nature to have an open dialogue with the aviation stakeholders and take into consideration their views. This interaction with the aviation stakeholders is covered by its legal mandate. All the technical workshops organised by the Agency with its aviation stakeholders are reflected on the Events page of the EASA website.

II.8.3 Internal audits and controls

The actions resulting from the 3 audits performed by the Internal Audit Capability (IAC) in 2016 over the three topics of: Social Committee accounts, Air Traffic Management/Air Navigation Services (ATM/ANS) & Aerodromes, and Mission Management were implemented with the exception of one item related to missions, for which EASA awaited the Mission Guide from the Commission and proceed to implement in March 2018.

II.8.4 Other comments

There was an observation on closer cooperation with other European Institutions and EU Commission to ensure proper resources allocated in the planning, especially depending on



the Brexit outcome. In this regard the Agency, together with DGMOVE and Task Force 50, have organised several workshops/meetings and is available to present the outcomes.



Part III – Assessment of the effectiveness of internal control systems

The internal control standards of the Agency include the Internal control Framework of the European Commission, consisting of five internal control components and 17 principles and the international quality standards (ISO 9001) resulting in 22 EASA Management Standards. These standards were first adopted by the Management Board in 2008. They were revised in 2016 to align with the latest version of the ISO 9001:2015 standards and again in December 2017 to reflect the Internal Control Framework of the Commission. The updated list of standards was adopted by the Management Board in December 2017¹.

III.1 Risk Management

Each year, the Agency performs a risk assessment exercise in line with the methodology developed for EU organisations. During this assessment, the criticality of the risks, based on their likelihood of occurrence and potential impact are established. Mitigating actions are developed and agreed with the unambiguous purpose of being implemented prior to or during year *n*. The outcome of the risk assessment exercise acts as an input to the planning exercise on the Single Programming Document, during the subsequent annual risk assessment status of the actions and critical risk is assessed. The following critical risks were identified as specifically linked to 2018:

Corporate - Crisis management

Lack of or inappropriate crisis response in aviation.

Action taken: Review of the current crisis response plan is undergoing. The next step is to make the necessary corrections and address identified gap as well as validate procedure with Management. In 2019, a simulation exercise will be performed, to test the improved the reviewed procedure (done every two years).

Corporate - Information Security

Failure in protection of information managed by the Agency, including third party information, to an adequate level of security.

Action taken: IT security enhancement of legacy applications; establishment of quarterly reports are communicated; disaster recovery and backup storage in the cloud project was initiated with a first proposal that is expected to be implemented during 2019. In addition the information security roadmap was approved and implementation initiated in 2018, with focus on this key areas:

- 24/7 Monitoring to protect the Agency and third parties information against threats;
- Reduce the likelihood and impact of leakage or manipulation; and

¹ MB Decision No 13-2017 of 12 December 2017, signed in Cologne



- Enhance EASA's ability to recover information/services to normal operations.

Strategy/ Programme - Response to safety issues

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

Action taken:

- Continuous improvement of the Safety Risk Management process Continuous monitoring and improvement of the processes for occurrence reporting (refer to the follow-up of the IAS audit, and ongoing 'IORS process improvement' internal project)
- Continuous monitoring and improvement if required of the accident follow-up / safety recommendations process
 - Investment in the Data4Safety programme

Standardisation - monitor application of regulations and implementing rules

Failure to establish, and maintain, a uniform level of implementation of EU Safety regulations across Europe and associated MSs.

Action taken:

- EASA monitors application of EU safety regulations by collecting and analysing information on Member States and by conducting Standardisation inspections planned on the basis of that analysis.
- The risk based Continuous Monitoring Approach (CMA - Reg. (EU) 628/2013) was further expanded to two new domains: Aerodromes and Systemic Enablers for Safety Management (SYS).
- A system to provide implementation support to Members States was established and an initial liaison project with Greece has been setup.

Support - Resources support SLA

Failure to achieve Service Level Agreement in the area of administrative and support services (HR, Finance, IT, Corporate Services, Applications management)

Actions taken: decision from the Agency was to accept the risk and therefore no concrete actions were implemented in 2018 to address this risk. Nevertheless the IT outsourcing strategy had being put on hold mitigating the risk in the IT area.

III.2 Compliance and effectiveness of Internal Control Standards

The Agency performed the annual assessment of EASA management standards. This assessment was based on the newly revised standards in line with the latest version of the ISO standards and the new Internal Control Framework issued in 2017. The conclusion of this assessment was that the Agency's management system complies with the management



standards, thanks to the robust monitoring system that were established at both management and process levels.

With regard to the potential improvements identified in 2018, important progress was made in the field of information and document management. The Information Management Programme, developing an Agency-wide Electronic Document and Records Management System, was further rolled out to main processes and Agency wide projects. The system was made accessible to a larger number of external users. The duration of the programme was extended until end of 2019 to include emerging activities and integration with other systems hosting documents and records.

In order to comply with ISO standards, the annual assessment of the Integrated Management System goes beyond the implementation of each standard through the assessment of the level of monitoring. The full monitoring includes checking activities and corrective/improvement actions for continuous improvement purposes.

The integrated management system of the Agency was recertified against ISO 9001:2015 in 2016. During the second surveillance exercise in 2018, no non-conformity was identified by the auditors. The Agency directors reviewed the effectiveness of the management system annually at the Management Review meeting. On this occasion, the results of the integrated management system were presented to the directors and improvement actions were submitted for decision. In 2018, all these activities concluded that the internal control system fully complies with the EASA's management standards.



Part IV – Management assurance

IV.1 Review of the elements supporting assurance

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

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

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

IV.2 Reservations

Based on the information and the materiality criteria provided above, no reservation is needed.

IV.3 Overall conclusions on assurance

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



IV.4 Declaration of Assurance from the Authorising Officer

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

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

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

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

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

Patrick KY
Executive Director of the European Union Aviation Safety Agency



Part V – Annex

V.1 Core business statistics

V.1.1 Key Performance Indicators (KPIs)

Introduction:

This paper summarises below the performance of EASA's core processes along the indicators pertinent to each process. The summary table is followed by the detailed list of individual KPIs and their outcomes in 2018.

Process	Includes activities	Status	KPIs
Certification	Applicant Management / Outsourcing Initial & Continued Airworthiness Design Organisation Approval Technical aspects of occurrence reporting	On-Track: The IAW performance rate is below target and delay in the timely certification support for validation	Q1-Q4: 4 green, 2 yellow, 0 red, 2 grey
International Cooperation	Bilateral Aviation Safety Agreement Working Arrangement Processes linked to ICAO Technical Support and Training	Below Target: delays to China and Japan BASA and delay of ICAO State Letter recommendations published (improved from red to yellow)	Q1-Q4: 2 green, 3yellow, 0 red, 0 grey
Organisation Approval	Organisation Approval (POA etc.)	On-Track: All KPIs green except for the delay of the CMP implementation rate	Q1-Q4: 5 green, 0 yellow, 1 red, 0 grey
Safety Intelligence and Performance	Research Data 4 Safety Accident follow-up Occurrence reporting Safety Promotion	On-Track: Research Resource Engagement KPI is set too ambitious; timely execution of research projects delayed	Q1-Q4: 7 green, 1 yellow, 1 red, 0 grey
Standardisation	Standardisation	On-Track: All KPIs green	Q1-Q4: 4 green, 0 yellow, 0 red, 0 grey
Strategy Programming and Monitoring	Rules Development Safety Programming and Monitoring Business Analysis Strategy Programming	Below Target: average duration of rulemaking task significantly above target; after re-prioritisation opinions published are on-track, decisions are heavily delayed; impact assessment coverage below target	Q1-Q4: 3 green, 1 yellow, 2 red, 1 grey
Support processes	Audit & Quality Finance Management HR Management Corporate Services Information Technology	On-Track: all KPIs green. However, 33% are n/a due to not yet available or delayed KPI measurement	Q1-Q4: 10 green, 0 yellow, 0 red, 5 grey

The aggregation of individual KPIs to the summary above was based on the following colour coding: **red**>30% of indicators red; **yellow**> 2 indicators red or >30% red/yellow; **grey**>50% not measurable otherwise **green**.

To determine if an individual indicator (c.f. below) is on track, the following colour coding was applied: **red**>15% below target; **yellow** 5% to 15% below target; **grey** if not measurable; otherwise **green**.



Process	KPI	Target	KPI Status	Comment
Cert	Initial Airworthiness (stakeholders) satisfaction rate	2018: ≥77%	n/a	The survey was put on hold due to the Fees & Charges survey.
Cert	Initial Airworthiness (IAW) performance rate	2018: 95-105%	delayed/challenge identified	88% NOTE: Actual outsourcing hours need to be added in the calculation. Results not expected to improve.
Cert	Occurrences backlog monitoring rate	2018: 90-110%	on track	110% 2121 incoming TO flows in Q1+Q2+Q3+Q4; 2341 closed or rejected TO flows in Q1+Q2+Q3+Q4
Cert	Technical acceptance of occurrences timeliness	≤ 10 days	on track	10 days
Cert	Airworthiness Directives deficiency rate	2018: ≤ 5%	on track	4%; from January to December 2018: 96,3% (356 ADs, 13 corrections)
Cert	CAW predictability time	2018: ≥85%	on track	110% NOTE: Actual outsourcing hours need to be added in the calculation.
Cert	Certification support for validation timeliness	2018: ≥70%	delayed/challenge identified	64%; NOTE: the number of cases where a FWD letter is missing in SAP is high in 2018. This might bias the KPI measurement.
Cert	Timely approval of Design Organisation (DOA) continuation	2018: 95%	n/a	Valid data available only 2 month after the end of the Quarter, The surveillance activities are normally carried out in time but the report is sometime a bit late. It will be updated in the framework of the Annual activity report exercise.



Process	KPI	Target	KPI Status	Comment
Int. Coop	Timely progression on working arrangements	2018: ≥75%	on track	<p>WA with CAA Israel signed in August 2018. WA with Georgia reprioritised - signature planned for Q2/Q3 2019.</p> <p>WA with India under negotiation, signature linked to EU-India Aviation Summit (Q1 2020).</p> <p>WA with FATA (Russia) signed and implementation on track.</p> <p>WA with CAA Egypt ready to be signed: a suitable date in Q1/Q2 2019 under consideration with CAA Egypt.</p> <p>WA with IAC: revision discussions to start in Q2 2019.</p> <p>No progress on a new WA with DGCA Turkey (for reasons beyond EASA's control).</p>
Int. Coop	Timely progression on Bilateral Agreements	2018: ≥90%	delayed/ challenge identified	<p>No change in status in relation to Q3. Neither the TIP for the future EU-China BASA nor the BASA with Japan were finalised in 2019.</p> <p>However, all tasks under direct control of the Agency were performed on time. Delays are due to wider context.</p>
Int. Coop	Timely implementation of Technical support to third countries	2018: 66%	on track	<p>Results Q4 - overall year 2018: 93.85%</p> <p>EU-CHINA 96.15%</p> <p>EaP/CA (TRACECA 3) 90%</p> <p>EU-SOUTH ASIA 74.51%</p> <p>UKRAINE 100%</p> <p>ZAMBIA 2 90%</p> <p>IPA 4 100%</p> <p>EU-SOUTH EAST ASIA 94%</p> <p>ARISE PLUS (AATIP II) 100%</p> <p>EU-LAC 100%</p>
Int. Coop	Timely provision of recommendations on ICAO State Letters for use by MS	2018: ≥90%	delayed/ challenge identified	<p>All outstanding SL recommendations from Q3 were delivered in Q4. All SL recommendations due after Q3 were delivered on time. Technical departments have appointed focal points for EFOD and SLs and the ARIS processes are being revised.</p> <p>SM3 does not have the capability to develop the tasks related to the KPIs on its own. SM3 depends on the contributions from colleagues in FS, CT and even SM2. The indicators are now back to yellow, but in order to maintain or improve the status considerable effort on these tasks will be needed during 2019. SM3 is reviewing the process to try to gain efficiency, and setting up a system of focal points to ensure proper coordination. The activity needs the commitment of all in order to succeed.</p>



Int. Coop	Timely delivery of compliance checklists for use by MS	2018: Average delivery time of Compliance Checklists ≤ 6 months after update of the EFOD Database	delayed/challenge identified	<p>The timer for the delivery of CCs was reset to 0 with the entry of new amendments to EFOD. Work is under way in order to ensure draft CCs are delivered before May. Technical departments have appointed focal points for EFOD and SLs and the ARIS processes are being revised.</p> <p>SM3 does not have the capability to develop the tasks related to the KPIs on its own. SM3 depends on the contributions from colleagues in FS, CT and even SM2. The indicators are now back to yellow, but in order to maintain or improve the status considerable effort on these tasks will be needed during 2019. SM3 is reviewing the process to try to gain efficiency, and setting up a system of focal points to ensure proper coordination. The activity needs the commitment of all in order to succeed.</p>
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Process	KPI	Target	KPI Status	Comment
OA	Timely answer to exemption requests (as defined by regulation)	2018: ≥ 75% timely answer for Flexibility provisions	on track	<p>Regarding Article 14 of Regulation No 216/2008, the yearly cumulative % regarding on-time answering to article 14 is: 88%.</p> <p>As for Article 71 from Regulation No 2018/1139, a total of 107 article 71(1) and 15 Article 71(2) notifications were received. None of the article 71(2) requests were due in 2018. However, 3 positive recommendations were issued.</p>
OA	Timely initial approval of Organisation	2018: 80-100%	on track	<p>POA: dormant projects starting again plus new applications received and in process.</p> <p>CAOA: N/A (on time approval expected time for initial approvals not foreseen in the Regulation and EASA FS1.4 internal procedures)</p> <p>ATO OA: In Q4, 1 initial certificate was issued following the delay highlighted in Q3. No other initial applications were processed in Q4.</p> <p>ATM/ANS OA: 7 initial certificates timely issued in Q4</p>
OA	Timely approval of Organisation continuation	2018: 80-100%	on track	<p>POA: 100% 21 recommendation were expected and 21 have been received. Like for the previous period, 1 over the 21 was delivered late (11 days late)</p> <p>CAOA: CAMO: 100%; F147 95%; F145 80%.</p> <p>ATO OA: 82% (2 delayed events, re-planned for 2019).</p> <p>ATM/ANS OA: 100% (1 renewal in Q4)</p>



Process	KPI	Target	KPI Status	Comment
OA	Timely validation/completion of TCO applications	80-100% of valid/complete TCO applications processed within 30 days	on track	The situation has been brought under control. 87.5% of the authorised operators during Q4/2018 have been authorised within 30 days following the valid/completed submission of technical documentation. A total of 13 applications were submitted during Q4 (2 re-applications and 11 initials); amongst these, 3 operators have not provided all requested technical information; 3 consultation meetings are scheduled in Q1-Q2/2019; 1 operator has open findings and 3 operators were authorised. 9 valid/complete TCO applications were processed in Q4/2018 (8 A-cases, 1 B-case). Amongst the 8 A-cases, 7 were authorised within 30 days following the submission of the requested technical data and 1 after 30 days. The average duration was 24.6 days.
OA	On time closure of Organisation Approval (OA) findings	≥ 95%	on track	POA: 27 finding with due date in Q4 all closed in time. Still waiting for IFP tool to monitor better the finding and audit. CAOA: 74% (IFP data, Part 145 only) ATO OA: 95% ATM/ANS OA: Above 95% (three finding closures are presently overdue and are being monitored).
OA	Established CMP implemented as programmed	100% CMP implementation rate, as programmed	very delayed / significant challenge	As reported in Q3, the situation is improving but still below 100%: of the planned CMP program, 82.6% was completed in Q4/2018. All 23 files planned for Q4/2018 CMA activities were initiated on time. Amongst these: - 19 cases were completed in Q4/2019. - 3 operators did not submit the requested documents in due time (ongoing discussions), and - 1 operator has 2 open findings with proposed CAP rejected. Waiting for new proposal.



Process	KPI	Target	KPI Status	Comment
Safety Int. and Perf.	Productivity and Quality of Safety Analysis process	2018: ≥ 4	on track	The following SIA's have been completed: Icing on ground IFR/VFR De-confliction actions Offshore helicopter technical failure HF Competency for Regulatory Staff The following SIAs are nearing completion (to be finalised in Q1/2019) Baggage and Cargo Loading ACAS RA
Safety Int. and Perf.	Timely processing of occurrence reports	2018: 90% processed within 5 working days, and additionally, 2018: Average processing time ≤ 4 working days	on track	Q1-93%, Q2-98%, Q3-99%, Q4-95% Q1-4,2; Q2-2,4; Q3-2,7; Q4-3,1
Safety Int. and Perf.	Accuracy of Technical owner allocation	2018: $\geq 95\%$	on track	Q1-2%; Q2-2%; Q3-2%; Q4-2%
Safety Int. and Perf.	Implementation Safety Promotion Programme	2018: $\geq 60\%$	on track	The Unruly Passenger video and Runway to Christmas was delivered in Q4 as well as the CFIT and distraction Safety Video. The programme for 2018 was now delivered in full and an ambitious programme is being established for 2019.
Safety Int. and Perf.	Research Resource engagement	2018: 4 FTE	Significant	KPI target is too high. In 2017 contribution from SM1 Employees was 1.4 FTEs. For 2018 the figure is 1.0 FTEs
Safety Int. and Perf.	Timeliness to answer safety recommendations	2018: 97,5% of first replies provided within 90 days	on track	1



Process	KPI	Target	KPI Status	Comment
Safety Int. and Perf.	Timely execution of committed research projects	2018: 100%	delayed/ challenge identified	50%, one out of two projects delayed
Safety Int. and Perf.	Safety Promotion resource engagement	2018: 4FTE	on track	Resources were effectively engaged in 2018 as expected.
Safety Int. and Perf.	Safety promotion Stakeholders Engagement	2018: 50% Actions jointly developed with Stakeholders	on track	100% of the deliverables were jointly developed and coordinated with the NAAs and other external stakeholders in some way and this will continue to increase as part of the integrated planning.
Stand.	Efficient and robust Standardisation on STD	5% decrease year on year	on track	In 2017, a total of 580 findings were raised in the 'mature' domains (i.e. including: AIR, OPS, RAMP, FCL, MED, FSTD, and ATM/ANS, thus excluding SYS and ADR). For 2018, the total number of findings raised stands at 443.
Stand.	Active control of overdue Standardisation findings	Maximum 20% of findings without supplementary reports after 6 months from the date they became overdue	on track	At the end of Q4, 2018, the total number of agreed overdue findings stood at 146, of which 25 agreed overdue findings (i.e. 17%) were not covered by a Supplementary Report within 6 months.
Stand.	Timely issuance of Standardisation reports	≥ 80% within 10 weeks	on track	(Quarterly KPI not cumulative.) At the end of Q4, 2018, the number of Final Reports issued on time stood at 25 whereas the total number of Final Reports due in Q4 was 28 (in other words 25 out of 28 FRs were issued on time, i.e. 89.3%).
Stand.	SIAP implementation	Implementation plan adhered to (100%)	on track	(Cumulative KPI.) At the end of Q4, the SIAP implementation rate stood at 100% (101 inspections performed out of 101 planned).



Processes	KPI	Target	KPI Status	Comment
Strat. Prog. Mont.	Share of efficiency tasks in the Safety Programme	Range 30-50%	on track	The final EPAS 2019 contains a share of 32% of efficiency tasks. We have suggested to remove this KPI from SPD in the next edition.
Strat. Prog. Mont.	Rulemaking Resource Engagement	2018: ≤53 FTE registered time on Rulemaking projects	on track	44 FTEs. This includes 50% of the time spent on the project for drones (PC COREX)
Strat. Prog. Mont.	Timely Progress on Rulemaking Programme	80% of Opinions and Decisions published as planned	very delayed / significant challenge	Result of full year 2018 62% : - 100% of Opinions published (3 out of 3); all other Opinions are de-priorities. 57% of Decisions published (13 out of 23).
Strat. Prog. Mont.	RM Process Efficiency	18 months	very delayed / significant challenge	3.1 years for 2018. This is based on 3 Opinions published (Drones, ATM & ATS) and 5 decisions published and closing the task (Helicopter Operation, LoC, IMA, Engine bird ingestion, Rudder reversals). For 2019 we will show the duration of a task split by the procedure applied 1. Average time with standard procedure 2. Average time with Art.15/16 3. Average time at the EC
Strat. Prog. Mont.	Realised return on investment (ROI) for IT investments	100%	n/a	
Strat. Prog. Mont.	Preliminary Impact Assessments Coverage	2018: 70%	on track	78% . 7 actions for EPAS 2019-2023 are justified with PIA. 2 new RMTs (TCO and NBR Part-21) have by-passed the process. It is proposed to review this indicator for the next SPD.



Processes	KPI	Target	KPI Status	Comment
Strat. Prog. Mont.	Impact Assessment Coverage	2018: $\geq 70\%$	delayed/challenge identified	$60\% = (1+2+3)/(3+1+3+3)$ Q4: 2018-15 RFFS: quantitative (based on surveys) 2018-14 Runway safety: quantified 2018-13: no IA 2018-12: runway excursions: quantitative The need for quantification of the impact assessment in the NPAs depends on the importance and the controversy of the topic: it is a proportionality principle to ensure that the impact assessment resources are efficiently use. In addition, there is a shift of workload from RIA to PIA and Evaluation in order to have more efforts spent on the justifications before to start a RMT (which in the end delivers an NPA). This shift of workload will make even less necessary in the future to have quantitative RIAs. This KPI should be therefore reviewed for the next SPD.
Supp. Proc.	Budget committed	$\geq 99\%$	on track	99%, achieved.
Supp. Proc.	Carry-over committed	$\leq 2.5\%$	on track	2%, achieved.
Supp. Proc.	Occupancy rate	2018: $\geq 98\%$	on track	97.80%
Supp. Proc.	vacancy duration	2018: 4.5 months or less	n/a	Agreed with RS Director that 'Non-occupancy duration (90 working days or fewer of vacant posts)' as currently defined is not a realistic KPI.
Supp. Proc.	Percentage of deployed workforce leaving	2018: p.a. below 10%	on track	4.6%
Supp. Proc.	Percentage satisfaction rate (benchmark defined by consultants).	Satisfaction $>68\%$ and above.	n/a	Staff survey end Q1 2019



Processes	KPI	Target	KPI Status	Comment
Supp. Proc.	Building cost per square-meter	2018: 463 EUR/m ²	on track	KPI(estimated trend):418.79 EUR/m² ; Due to the fact that final costs for 2018 will be available just end 2019 , after final payment of carried over amounts, we provide now the estimative costs based on partially paid amounts and carried over amounts as a maximal figure possible. The estimative costs at this point are lower than expected, already foreseeing a saving of ~9.45 %. Final figure will be available end 2019.
Supp. Proc.	Visitor satisfaction with in-house conference facilities	>70%	on track	KPI: 84% ; For the satisfaction, we are supported by Quality with their annual analysis/survey of the biggest events held on EASA premises. 2018 results incorporates responses for 4 big events: Airworthiness Standardisation Workshop, STC Workshop, ETSO Workshop and DOA Workshop.
Supp. Proc.	Timely processing of mission claims	< 30 days	on track	On average mission claims processed within 23.2 days which is within the KPI of below 30 days. The slight decrease compared to 2017 is due to a decrease in staffing.
Supp. Proc.	Applicant billing.	2018 ≥ 85%	n/a	Measurement of KPI not in place yet.
Supp. Proc.	IT expanding services realisation	2018: > 100%	n/a	Cancelled
Supp. Proc.	IT achievement of Service Level Agreement (SLA)	2018: > 80%	on track	KPI: 89% ; 11495 (94,1% L1, 76,3%L2, 43.2% L3) out of 12863 (Spread: 60,8% L1, 38,9%L2, 0,3% L3) tickets have been resolved to within the SLA target times
Supp. Proc.	Efficiency gains across RS	2018: 10% Saved hours	on track	Planned no. of hours deemed necessary to deliver recorded in activity sheets estimated at 233K. Actual hours performed in 2018 was 210K hours - so effective reduction of 10% achieved.
Supp. Proc.	Corrective action closure rate of Audit findings	2018: 75%	on track	100% ; There are no critical or very important actions open beyond their original agreed date (plus 6 months), as they have all been implemented.
Supp. Proc.	Number of non-conformity against the ISO standards	2018: 0	on track	0 ; Surveillance audit completed 26-27 Sep 2018. No non-conformities.



V.1.2 Decision, opinions and notices of proposed amendments (NPAs) in 2018

a) Decisions

Title of official publication	Task number	Task title	Affected stakeholders
ED Decision 2018/001/R	RMT.0595	Technical review and regular update of learning objectives and syllabi for commercial licences (IR)	Competent authorities; ATOs; student pilots; providers of textbooks and training materials; ECQB
2018/002/R	RMT.0457	Regular update of EASA TSOs	ETSOA holders
2018/003/R 2018/004/R	RMT.0674	Revision of the European operational rules for balloons	(Balloon) operators other than airlines
2018/005/R	RMT.0647	Loss of control or loss of flight path during go-around or climb	DAHs and operators
2018/005/R	RMT.0673	Regular update of CS-25	DAHs
2018/006/R	RMT.0196	Improve flight simulation training devices (FSTDs) fidelity	Operators, ATOs, pilots, instructors, and examiners
2018/007/R	RMT.0120	Helicopter ditching and water impact occupant survivability	DAHs and operators
2018/007/R	RMT.0128	Regular update of CS-27&29, CS VLR	Design Approval holders
2018/007/R	RMT.0608	Rotorcraft gearbox loss of lubrication	DAHs
2018/008/R	RMT.0456	Integrated modular avionics (IMA)	ETSOA holders
2018/009/R	RMT.0657	Review of the Aircrew Regulation in order to provide a system for private pilot training outside approved training organisations, and of the associated acceptable means of compliance and guidance material	Pilots, instructors, examiners, and NAAs



Title of official publication	Task number	Task title	Affected stakeholders
2018/010/R	RMT.0397	Unintended or inappropriate rudder usage — rudder reversals	DAHs
2018/011/R	RMT.0587	Regular update of regulations regarding pilot training, testing and checking and the related oversight	Pilots, instructors, examiners, and ATOs
2018/012/R	RMT.0700	Germanwings task force	Pilots, AMEs, AeMCs, competent authorities
2018/013/R	RMT.0639	Performance-based navigation implementation in the European air traffic management network	MS, CAs, ANSPs and, aircraft operators
2018/014/R	RMT.0184	Regular update of CS-E	Manufacturers
2018/014/R	RMT.0671	Engine bird ingestion	Manufacturers
2018/015/R	RMT.0134	Rotorcraft AMC revision	DAHs



b) Opinions

Title of official publication	Task number	Task title	Affected stakeholders
Opinion 01/2018	RMT.0230	Introduction of a regulatory framework for the operation of drones	Individuals and organisations using or intending to use RPAS, NAAs/Manufacturers/manufacturers/Other airspace users (manned aircraft)/ ATM/ANS service providers (ANSPs)/ ATS personnel/aerodromes/ general public/model aircraft associations
Opinion 02/2018	RMT.0445	Technical requirements and operational procedures for airspace design, including flight procedure design	MS, CAs, ANSPs, aerodrome operators and operators
Opinion 02/2018	RMT.0477	Technical requirements and operational procedures for aeronautical information services and aeronautical information management	MS, CAs, ANSPs aerodrome operators and operators
Opinion 02/2018	RMT.0719	Regular update of ATM/ANS rules (IR/AMC/GM)	ANSPs and authorities
Opinion 03/2018	RMT.0464	Requirements for air traffic services	MS; CAs; ANSPs; ATCOS; aerodrome operators; aircraft operators; professional organisations; trade unions; pilots; passengers



7. Notices of Proposed Amendments (NPAs)

Title of official publication	Task number	Task title	Affected stakeholders
NPA 2018-01	RMT.0252	Instructions for continuing airworthiness (ICA)	Design Approval holders and manufacturers
NPA 2018-02	RMT.0519	Maintaining CS-ACNS	Aircraft operators, manufacturers, DOA, and NAAs
NPA 2018-03	RMT.0249	Recorders installation and maintenance thereof — certification aspects	Operators (of aircraft required to be equipped with flight recorders), Manufacturers, Applicants for TC/STC
NPA 2018-04	RMT.0325	HEMS performance and public interest sites	Helicopter CAT and HEMS operators
NPA 2018-05	RMT.0673	Regular update of CS-25	DAHs
NPA 2018-06	RMT.0379	All-weather operations	Manufacturers, MOs, air operators, ATOs, aerodrome operators, ATM/ANS
NPA 2018-07	RMT.0599	Update of ORO.FC	Pilots, instructors, examiners, ATOs, and operators
NPA 2018-08	RMT.0499	Regular update of CS-MMEL	‘Design organisations of complex motor-powered aircraft and other design organisations dealing with changes or supplemental type certificates to these aircraft, Design organisations of other-than-complex motor-powered aircraft
NPA 2018-09	RMT.0643	Regular update of AMC-20	Manufacturers, maintenance organisations and operators
NPA 2018-10	RMT.0690	Regular update of CS-STAN	Operators other than airlines, MOs, and maintenance engineers or mechanics
NPA 2018-11	RMT.0106	Certification specifications and guidance material for maintenance certifying staff type rating training	Design approval holders (DAHs), TOs, and maintenance engineers, Approved Maintenance Training Organisations



Title of official publication	Task number	Task title	Affected stakeholders
NPA 2018-12	RMT.0570	Reduction of runway excursions	Operators, Manufacturers, Applicants for TC/STC
NPA 2018-13	RMT.0541	Aircraft Type Ratings for Part-66 Aircraft Maintenance License	Maintenance Engineers / Mechanics / MTOs, MOs / Competent Authority
NPA 2018-14	RMT.0703	Runway Safety	National Aviation Authorities, aerodrome operators
NPA 2018-15	RMT.0589	Rescue and firefighting services (RFFS) at aerodromes	Aerodrome operators



V.1.3 Studies and research projects

The following table provides the list of research projects completed and those initiated by the Agency in 2018.

Title	Main area	Short description	Budget (kEUR)	Duration (months)	Status
Cybersecurity threat impact assessment	Commercial Transport	Establish the impact on safety of flight of several information security threats, taking into account parameters like pilots' awareness, types of operation and Air Traffic Management (ATM).	200 (EASA)	12	Completed
Cabin air quality	Commercial Transport	Investigation of the quality level of the air inside the cabin of large transport aeroplanes and its health implication	1950 (EC)	24	Ongoing
Effectiveness of Flight Time Limitations	Commercial Transport	Assess the effectiveness of the provisions concerning flight and duty time limitations and rest requirements contained in Annexes II and III of EU FTL Regulation	1950 (EC)	36	Ongoing
Safe transport of lithium battery by air	Commercial Transport	Study a series of mitigating measures that can be used to enhance safety when transporting lithium metal and lithium ion batteries on board an aircraft	1000 (EC)	26	Ongoing
Pilot Age Limitations	Commercial Transport	Investigate the incapacitation risk of pilots related to a certain age threshold and assess the reinforcement of medical checks	195 (EASA)	13	Completed
Crew immersion suits conspicuity	Commercial Transport	Investigate methods to increase the conspicuity of immersion suits worn by the flight crew	100 (EASA)	20	Ongoing



In addition, the Agency developed a series of partnerships with the following EU funded projects (Horizon 2020 programme):

Title	Main area	Short description	Budget EASA (kEUR)	Duration (months)	Status
SAFECLOUDS.eu	Commercial Transport	Development of big data analytics to support safety analyses	138	36	Ongoing
SARAH	Commercial Transport	Increased safety and robust certification for ditching of aircrafts and helicopters	13	36	Ongoing
EUNADICS-AV	Commercial Transport	Develop coordinated responses by Aviation Stakeholders to natural disasters (e.g. flood, volcanic ash, sandstorm,...)	13	36	Ongoing
MAHEPA	General Aviation	Modular Approach to Hybrid Electric Propulsion Architecture (General Aviation)	250	48	Ongoing
RUMBLE	Commercial Transport	New standards for supersonic flight (noise limits)	45	36	Ongoing
ICARE	Cross-domain	Development of research co-operation platform for aviation with third countries	80	36	Ongoing
OPTICS2	Cross-domain	Observatory of safety and security research for aviation	140	48	Ongoing
Engage	Cross-domain	Organisation of networking actions to improve linkage between exploratory research in ATM and operational needs and transport policies	37	48	Ongoing
MUSIC-HAIC	Commercial Transport	Developing advanced icing numerical tools that could be used both as design tools to anticipate and reduce ICI hazards, and as accepted means of compliance during the certification process.	22	48	Ongoing
ACASIAS	Commercial Transport	Developing advanced concepts for aero-structures with multifunctional capabilities. ACASIAS intends to embed sensors and antennas into typical structures of aircraft (for instance fuselage panels, winglets and tails).	15	36	Ongoing



V.2 Statistics on financial management

2018 Budget Implementation - All Fund Sources (thousands of euros)

C1 - Current year appropriations								
Title	Final Budget	Executed Commitment Amount	% Committed	Cancelled Appropriations	Executed Payment Amount	% Paid	Carried over to 2019	
	(1)	(2)	(2)/(1)	(1)-(2)	(3)	(3)/(1)	(2)-(3)	
Total Title 1 - STAFF	86,769	86,023	99%	746	85,600	99%	422	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	18,352	17,788	97%	564	13,176	72%	4,612	
Total Title 3 - OPERATIONAL EXPENDITURE	11,899	11,228	94%	671	6,842	57%	4,386	
Grand Total	117,020	115,039	98%	1,981	105,618	90%	9,421	

C1 Current year appropriations - the majority of EASA's budget lines are funded by a combination of F&C revenue and the EU subsidy, the C1 funds source is used for appropriations for the year financed by the EU subsidy as well as appropriations financed by both EU subsidy and external assigned revenue from fees & charges.

R0 - External Assigned Revenue Current year appropriations								
Title	Final Budget	Executed Commitment Amount	% Committed	Cancelled Appropriations/Reserve	Executed Payment Amount	% Paid	Carried over to 2019	
	(1)	(2)	(2)/(1)	(1)-(2)	(3)	(3)/(1)	(2)-(3)	
Total Title 1 - STAFF	8,893	8,881	100%	12	8,861	100%	20	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	20	1	4%	19	1	4%	-	
Total Title 3 - OPERATIONAL EXPENDITURE	34,886	28,768	82%	6,118	16,532	47%	12,236	
Total Title 4 - SPECIAL OPERATION PROGRAMMES	21,105	17,359	82%	3,746	5,605	27%	11,754	
Grand Total	64,904	55,009	85%	9,895	30,998	48%	24,010	

The R0 fund source is used for external assigned revenues related purely to fees & charges activities as well as external assigned revenues related to special operations programmes funded by, inter alia, other Commission DGs (Grants & delegation agreements mainly for International Technical Cooperation projects).

C4 - Internal Assigned Revenue Current year appropriations								
Title	Amounts received 2016_C4	Executed Commitment Amount	% Committed	Carried Over Appropriations	Executed Payment Amount	% Paid	Carried over to 2019	
	(1)	(2)	(2)/(1)	(1)-(2)	(3)	(3)/(1)	(2)-(3)	
Total Title 1 - STAFF	19	15	81%	4	15	81%	-	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	24	-	0%	24	-	0%	-	
Total Title 3 - OPERATIONAL EXPENDITURE	293	0	0%	292	-	0%	0	
Grand Total	336	16	5%	320	15	5%	0	

C4 internal assigned revenue relates mainly to income received from participants to EASA organised events.

C5 - Internal Assigned Revenue carried over appropriations							
Title	Amounts received 2016_C5	Executed Commitment Amount	% Committed	Cancelled Appropriations	Executed Payment Amount	% Paid	
	(1)	(2)	(2)/(1)	(1)-(2)	(3)	(3)/(1)	
Total Title 1 - STAFF	9	9	100%	-	9	100%	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	7	7	98%	0	7	98%	
Total Title 3 - OPERATIONAL EXPENDITURE	559	483	86%	76	483	86%	
Grand Total	575	499	87%	77	499	87%	

C5 internal assigned revenue relates mainly to income received from participants to EASA organised events carried over from the previous year.

C8 - Carried over from previous year							
Title	Carried over Commitment Amount	Executed Payment Amount	% Paid	Carried over to 2019	Cancelled Appropriations	Cancelled Appropriations %	
	(1)	(2)	(2)/(1)		(1)-(2)		
Total Title 1 - STAFF	302	301	100%	-	1	0%	
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	4,876	3,040	62%	1,761	75	2%	
Total Title 3 - OPERATIONAL EXPENDITURE	2,385	2,327	98%	-	59	2%	
Grand Total	7,563	5,668	75%	1,761	134	2%	

EU subsidy and mixed funded appropriations carried over from the previous year.

R8 - External assigned revenue carried over from previous year					
Title	Carried over amount	Executed Payment Amount	% Paid	Cancelled Appropriations	
	(1)	(2)	(2)/(1)	(1)-(2)	
Total Title 3 - OPERATIONAL EXPENDITURE	11,457	6,287	55%	5,170	
Total Title 4 - SPECIAL OPERATION PROGRAMMES	2,728	1,930	71%	798	
Grand Total	14,185	8,217	58%	5,968	

The R8 fund source is used for external assigned revenues related purely to fees & charges activities as well as external assigned revenues related to special operations programmes funded by, inter alia, other Commission DGs (Grants & delegation agreements mainly for International Technical Cooperation projects) carried over from the previous year.



BUDGET RESULT ACCOUNT - 2018 (thousands of euros)				2018	2017	Variance
REVENUE						
	Fee income (Fees & Charges)			105,273	103,522	2%
	Fee income (Subsidy)			-	7	
	European Union Subsidy			36,915	34,870	6%
	Third Countries Contribution (EU)			875	844	4%
	Third Countries Contribution (Switzerland)			1,335	1,301	3%
	Delegation agreements & Grants			9,867	11,329	-13%
	Financial interests (Fees & Charges)			138	104	32%
	Financial interests (Subsidy)			-	-	0%
	Parking and others (Fees & Charges)			428	385	11%
	Parking and others (Subsidy)			231	271	-15%
	Services rendered against payment			50	150	0%
	Internal Assigned Revenue			336	638	-47%
TOTAL REVENUE (a)				155,449	153,422	1%
EXPENDITURE						
	<i>Title I: Staff</i>					
	Payments			94,485	91,175	4%
	Appropriations carried over			446	311	44%
	<i>Title II: Administrative Expenses</i>					
	Payments			13,184	13,263	-1%
	Appropriations carried over			6,398	4,884	31%
	<i>Title III: Operating Expenditure</i>					
	Payments			30,143	28,257	7%
	Appropriations carried over			16,915	14,401	17%
	<i>Title IV: Earmarked projects</i>					
	Payments			7,535	6,973	8%
	Appropriations carried over			2,332	4,356	-46%
TOTAL EXPENDITURE (b)				171,439	163,620	5%
	Result before carry over not used			-15,991	-10,197	57%
	Cancellation of unused payment appropriations carried over from previous year			134	240	-44%
	Carry over C8			1,761	1,526	-
	Adjustment of Assigned Revenue carried over			12,032	11,166	8%
	Exchange differences for the year (gain +/- loss -)			-24	-7	251%
Result of the year				-2,087	2,727	-177%
Related to Subsidy Activities				660	92	616%
Related to Fees and Charges Activities				-2,747	2,635	-204%
Total				-2,087	2,727	-177%
Accumulated surplus on Fees and Charges Activities						
	Accumulated surplus from previous year			54,942	52,307	5%
	Adjustment of accumulated provision			-2,747	2,635	-204%
Accumulated Surplus				52,194	54,942	-5%

Budget Transfers and Amending Budgets

65 transfers, totalling € 9,571K, and one amending budget were carried out during 2018. The most significant transfers were:

- € 1,193K within title 1 (Staff) to cover the annual salary adjustment;
- € 3,230K within the certification outsourcing budget to align outsourcing requirements with workload carried out by respective certification service providers (CSPs);
- € 750K from title 1 (Staff) to title 2 (Administrative costs) to cover the cost of Enterprise Resource Planning (ERP) adaptations in preparation for the implementation of the New Basic Regulation, Brexit and Digitalisation;
- € 1,050K within title 3 (operational expenditure) to cover the cost of support to the implementation of Articles 9 and 87 of the NBR and for the Digital Licences for Aviation Pilots (dLAP) proof of concept project.

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

The first amending budget was necessary to reflect the 2017 result related to certification activities.

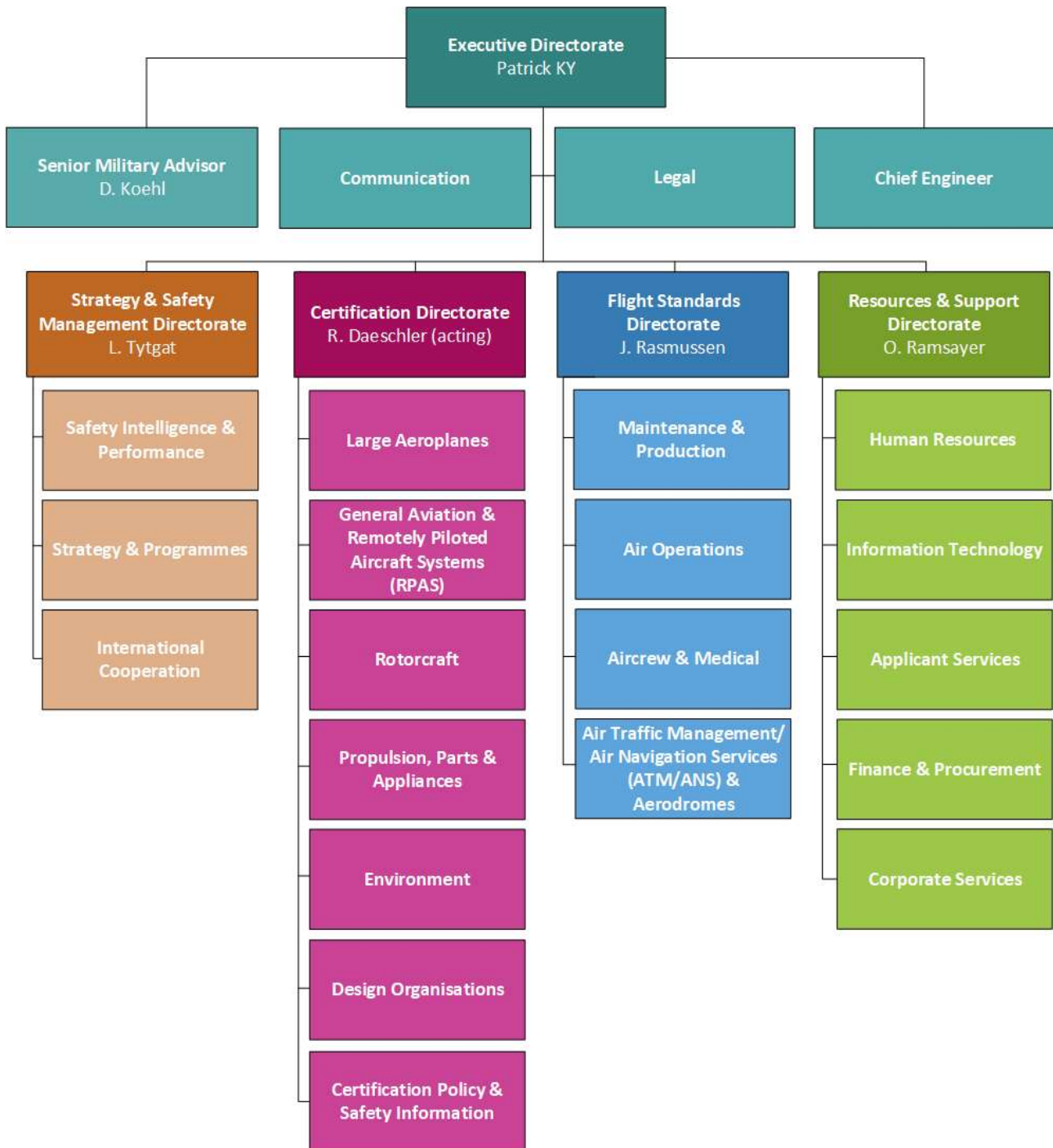


Late payment interest

Late payment interest paid in 2018 amounted to a total of €4K (2017: €6K).



V.3 Organisational chart



EASA Organisation Chart (31/12/2018)



V.4 Establishment plan and additional information on Human Resources management

Establishment Plan – EASA total

Temporary Agents Function group and grade	2018				2019	
	Authorised under the EU Budget		Actually filled as of 31/12/2018		Authorised under the EU Budget	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16						
AD 15		1		1		1
AD 14		26		5		29
AD 13		33		7		36
AD 12		57		22		68
AD 11		81		44		86
AD 10		103		70		108
AD 9		119		121		115
AD 8		80		137		78
AD 7		44		75		30
AD 6		13		42		11
AD 5		0		23		
AD TOTAL		557		547²		562
AST 9		1				1
AST 8		4				4
AST 7		13		2		12
AST 6		27		11		29
AST 5		34		36		30
AST 4		23		34		24
AST 3		17		21		16
AST 2		4		13		2
AST 1		0		3		
AST TOTAL		123		118		118
TOTAL		680³		665		680

² 547 posts occupied, including fourteen offer letters sent

³ Posts include 5 NBR posts authorized towards year end



Establishment Plan – Fees & Charges (Note: the split between funding is just indicative)

Fees & Charges: Function group and grade	2018				2019	
	Authorised under the EU Budget		Actually filled as of 31/12/2018		Authorised under the EU Budget	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16						
AD 15		1		1		1
AD 14		16		2		19
AD 13		21		5		24
AD 12		33		17		40
AD 11		53		36		56
AD 10		69		46		72
AD 9		85		66		82
AD 8		59		95		58
AD 7		32		58		22
AD 6		9		33		4
AD 5		0		16		0
AD TOTAL		378		375		378
AST 11						
AST 10						
AST 9		1				1
AST 8		2				2
AST 7		7		1		6
AST 6		13		5		14
AST 5		21		23		22
AST 4		15		19		16
AST 3		13		16		13
AST 2		4		7		2
AST 1				1		0
AST TOTAL		76		72		76
TOTAL		450		447		454



Establishment Plan – Subsidy (Note: the split between funding is just indicative)

Subsidy : Function group and grade	2018				2019	
	Authorised under the EU Budget		Actually filled as of 31/12/2018		Authorised under the EU Budget	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16						
AD 15						
AD 14		10		3		10
AD 13		12		2		12
AD 12		24		5		28
AD 11		28		8		30
AD 10		34		24		36
AD 9		34		55		33
AD 8		21		42		20
AD 7		12		17		8
AD 6		4		9		7
AD 5		0		7		0
AD TOTAL		179		172		184
AST 11						
AST 10						
AST 9						
AST 8		2				2
AST 7		6		1		6
AST 6		14		6		15
AST 5		13		13		8
AST 4		8		15		8
AST 3		4		5		3
AST 2		0		6		0
AST 1		0		0		0
AST TOTAL		47		46		42
TOTAL		226		218		226



Contract agents	Authorised 2018	Recruited as of 31/12/2018
Function Group IV	36	25
Function Group III	70	60
Function Group II		
Function Group I		
TOTAL	106	85⁴

Seconded National Experts	Authorised 2018	Recruited as of 31/12/2018
TOTAL	24	19

⁴ 85 Post occupied including 2 offer letters sent.



V.5 Human and Financial Resources by profit centre

Values in Thousand Euro (K)			Actual 2018
Fees and Charges activities	Product Certification	Revenue (incl. interest, Parking and other Rev.)	70,610
		Title 1	-48,972
		Title 2	-8,430
		title 3 NAA/QE	-7,538
		Title 3	-9,659
		Title 4	p.m.
		Total	-3,989
	Organisation Approvals	Revenue (incl. interest, Parking and other Rev.)	35,197
		Title 1	-17,813
		Title 2	-3,141
		title 3 NAA/QE	-6,245
		Title 3	-6,755
		Title 4	p.m.
		Total	1,242
Total F&C			-2,747
Subsidy and other contributions		EU Subsidy	36,915
		Third country contribution	2,210
		Other income	2,978
	Third Country Operators	Title 1	-1,763
		Title 2	-342
		Title 3	-114
		Title 4	p.m.
		Total	-2,219
	Standardisation	Title 1	-8,764
		Title 2	-1,636
		Title 3	-1,530
		Title 4	p.m.
		Total	-11,931
	SAFA	Title 1	-490
		Title 2	-99
		Title 3	-21
		Title 4	p.m.
		Total	-610
	Rulemaking	Title 1	-9,461
		Title 2	-1,941
		Title 3	-3,948
		Title 4	p.m.
		Total	-15,351
Int'l Cooperation	Title 1	-3,157	
	Title 2	-874	
	Title 3	-898	
	Title 4	p.m.	
	Total	-4,929	
Safety Intelligence & Performance	Title 1	-4,718	
	Title 2	-1,015	
	Title 3	-670	
	Title 4	p.m.	
	Total	-6,404	
Total Subsidy and other contr.			660
Grand total			-2,087



Activity by Profit Centre	2018 Staff*
Product Safety/ Environmental Oversight	374
Organisation Approval	123
Third Country Operators	17
Inspection of Member States	76
Ramp Inspection Programmes (SAFA/ SACA)	5
Regulation	85
International Cooperation	45
Safety Management	43
Total	769

* Temporary Agents, Contract Agents and SNEs by 31/12/2018



V.6 Key functions

Key functions (examples)	Type of contract (official, Temporary Agent or Contract Agent)	Function group, grade of recruitment (or bottom of the brackets if published in brackets)	Indication whether the function is dedicated to administration support or policy (operational)
CORE FUNCTIONS			
Director	Temporary Agent Level 2	AD14	Depending on the Directorate: operational in the Aviation area, support in the Administrative area, e.g.: Finance and Business Services Director (support); Certification Director (operational)
<i>Head of Department (please identify which level in the structure it corresponds to, taking the Director as level 1)</i>	Temporary Agent Level 3	AD 9 – AD12 (depending on complexity, size, responsibilities of the Department)	Depending on the Department: operational in the Aviation area, support in the Administrative area, e.g.: Head of Finance (support); Head of Product Department (operational)
<i>Head of Unit (please identify which level in the structure it corresponds to, taking the Director as level 1)</i>	n/a	n/a	n/a
<i>Head of Section (please identify which level in the structure it corresponds to, taking the Director as level 1)</i>	Temporary Agent 'Section Manager' Level 4 (excluded from management allowance)	AD 7 – AD 10 (depending on complexity, size, responsibilities of the section)	Depending on the Section (operational in the Aviation area, support in the Administrative area)



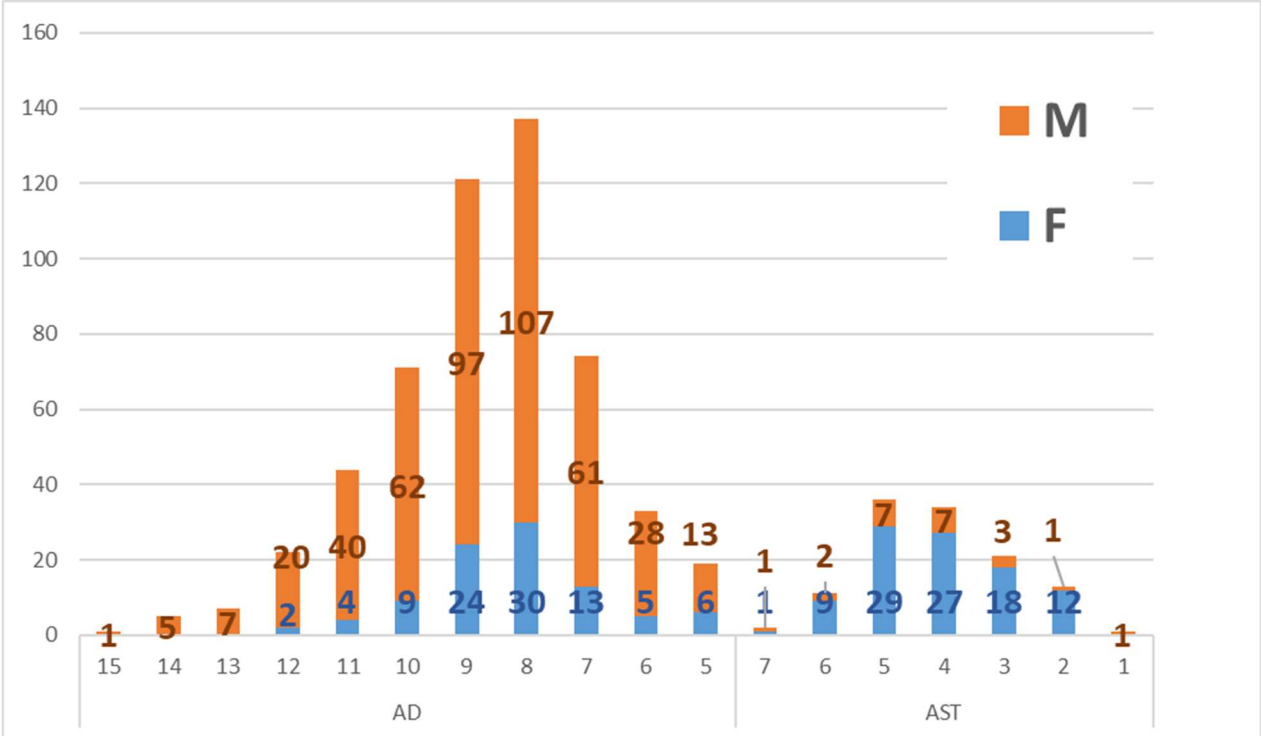
<i>Senior Officer</i>	Temporary Agent	AD 9	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<i>Officer</i>	Temporary Agent or CA IV	AD6/7	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<i>Junior Officer</i>	Temporary Agent or CA IV	AD5	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<i>Senior Assistant</i>	Temporary Agent or CA III	AST3	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<i>Junior Assistant</i>	Temporary Agent or CA III	AST1	Depending on the Section (operational in the Aviation area, support in the Administrative area)
SUPPORT FUNCTIONS			
<i>Head of Administration</i>	Temporary Agent	<i>n/a</i>	
<i>Head of Human Resources</i>	Temporary Agent	AD 9	
<i>Head of Finance</i>	Temporary Agent	AD 11	
<i>Head of Communication</i>	Temporary Agent	AD 9	
<i>Head of IT</i>	Temporary Agent	AD 10	
<i>Senior Officer</i>	Temporary Agent	AD 8/9	
<i>Officer</i>	Temporary Agent	AD 6/7	
<i>Junior Officer</i>	Temporary Agent	AD 5	



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



V.7 Staffing



V.8 Related to Part II

V.8.1 Procurement procedures launched and/or finalised in 2018.

TYPE OF PROCEDURE	REF.	TITLE	TYPE OF CONTRACT	DURATION (Y)	CONTRACT VOLUME	CONTRACTOR	CONTRACT SIGNATURE	CONTRACT EXPIRY
OPEN	EASA.2017.HVP.09	Technical Training Services - Cross domain	FRAME WORK (RoC)	4	€ 400,000.00	BAINES SIMMONS LIMITED	08/03/2018	07/03/2022
					€ 400,000.00	BUREAU VERITAS & CICONIA AVIATION SERVICES & CGX AERO (CONSORTIUM)	08/03/2018	07/03/2022
					€ 400,000.00	CAA INTERNATIONAL LIMITED	08/03/2018	07/03/2022
					€ 400,000.00	ENAC & GIE DSNA SERVICES & OSAC (CONSORTIUM)	08/03/2018	07/03/2022
					€ 400,000.00	STICHTING BEHEER JAA TRAINING ORGANISATION	08/03/2018	07/03/2022
OPEN	EASA.2017.HVP.09	Technical Training Services - Airworthiness & Env. Protection	FRAME WORK (RoC)	4	€ 300,000.00	BAINES SIMMONS LIMITED	08/03/2018	07/03/2022
					€ 300,000.00	BUREAU VERITAS & CICONIA AVIATION SERVICES & CGX AERO (CONSORTIUM)	08/03/2018	07/03/2022
					€ 300,000.00	CAA INTERNATIONAL LIMITED	08/03/2018	07/03/2022
					€ 300,000.00	ENAC & GIE DSNA SERVICES & OSAC (CONSORTIUM)	08/03/2018	07/03/2022
					€ 300,000.00	STICHTING BEHEER JAA TRAINING ORGANISATION	08/03/2018	07/03/2022
OPEN	EASA.2017.HVP.09	Technical Training Services - Medicals and OPS	FRAME WORK (RoC)	4	€ 100,000.00	AIRCRAFT DEVELOPMENT & SYSTEMS ENGINEERING BV & McKECHNIE AVIATION LIMITED & AEROSSURANCE LIMITED (CONSORTIUM)	08/03/2018	07/03/2022
					€ 100,000.00	BAINES SIMMONS LIMITED	08/03/2018	07/03/2022
					€ 100,000.00	CAA INTERNATIONAL LIMITED	08/03/2018	07/03/2022
					€ 100,000.00	SENASA	08/03/2018	07/03/2022
					€ 100,000.00	STICHTING BEHEER JAA TRAINING ORGANISATION	08/03/2018	07/03/2022
OPEN	EASA.2017.HVP.09	Technical Training Services - ATM/ANS	FRAME WORK (RoC)	4	€ 200,000.00	BUREAU VERITAS & CICONIA AVIATION SERVICES & CGX AERO (CONSORTIUM)	29/01/2018	28/01/2022
					€ 200,000.00	CAA INTERNATIONAL LIMITED	29/01/2018	28/01/2022
					€ 200,000.00	ENAC & GIE DSNA SERVICES & OSAC (CONSORTIUM)	29/01/2018	28/01/2022
					€ 200,000.00	ENGINAV	29/01/2018	28/01/2022
					€ 200,000.00	SENASA	29/01/2018	28/01/2022
OPEN	EASA.2017.HVP.13	Lot 1 - Language Training services	FRAME WORK	4	€ 400,000.00	MODOLINGO INTERNATIONAL LANGUAGE CENTRE	08/01/2018	07/01/2022
					€ 400,000.00	BLC BUSINESS LANGUAGE CENTRE GOEBEL & KOELSCH GBR	18/01/2018	17/01/2022
		Lot 2 - TELC testing	FRAME WORK	4	€ 40,000.00	KERN AG IKL BUSINESS LANGUAGE TRAINING	08/01/2018	07/01/2022
					€ 40,000.00	CARL DUISBERG CENTREN GEMEINNÜTZIGE GMBH	08/01/2018	07/01/2022
OPEN	EASA.2017.HVP.17	Outsourcing of Certification tasks to QEs	FRAME WORK	4	€ 7,700,000.00	STICHTING NATIONAAL LUCHT -EN	04/01/2018	31/12/2022



TYPE OF PROCEDURE	REF.	TITLE	TYPE OF CONTRACT	DURATION (Y)	CONTRACT VOLUME	CONTRACTOR	CONTRACT SIGNATURE	CONTRACT EXPIRY
						RUIIMTEVAARTLABORATORIUM (NLR)		
					€ 7,700,000.00	FLIGHT TEST MANAGEMENT LLP	04/01/2018	31/12/2022
OPEN	EASA.2018.HVP.04	Property Consultancy and Project Supervision/ Management Services	FRAME WORK	4	€ 1,880,000.00	ERNST & YOUNG REAL ESTATE GMBH	04/12/2018	03/12/2022
OPEN	EASA.2018.HVP.01	Data Analytics Provider	FRAME WORK	4	€ 5,000,000.00	INDRA BUSINESS CONSULTING, SLU	22/11/2018	21/11/2022
OPEN	EASA.2018.HVP.15	Facility Management Consultancy Services	FRAME WORK	4	€ 1,780,000.00	TÜV SÜD ADVIMO GMBH	11/01/2019	10/01/2023
NEGOTIATED	EASA.2018.LVP.05	Flight Equipment FTE & FTP	FRAME WORK	4	€ 20,000.00	UNITED DESIGN	18/04/2018	17/04/2022
NEGOTIATED	EASA.2018.LVP.63	Interactive Application Slido	FRAME WORK	4	€ 15,000.00	SLI.DO S.R.O	30/11/2018	29/11/2022
NEGOTIATED	EASA.2018.LVP.09	Certification and surveillance of EASA Integrated Management System against ISO 9001 Standard	FRAME WORK		€ 25,000.00	GUT CERTIFIZIERUNGSGESELLSCHAFT FÜR MANAGEMENTSYSTEME GMBH	09/11/2018	31/12/2021
NEGOTIATED	EASA.2018.LVP.36	Leasing of plants	FRAME WORK	4	€ 60,000.00	LEASE-ART & HYDRO-PLAN GMBH	21/11/2018	20/11/2022
NEGOTIATED	EASA.2018.MVP.02	Flight Activity for A320 Flight Test Pilots	FRAME WORK	4	€ 144,000.00	ERNEST SPA	23/05/2018	22/05/2022
OPEN	EASA.2018.HVP.13	Mobile Phone Services (MPS) - Cologne	FRAME WORK	4	€ 2,210,000.00	EVALUATION ONGOING		

V.8.2 Waivers of recoveries

According to article 60 'Waiving of recovery of an established amount receivable' of the current EASA Financial Implementing Rules, waivers involving €100k or more shall be annexed to the Annual Activity Report. All cases which took place in 2018 were below this threshold.

V.9 Related to Part III

V.9.1 Agency actions to prevent and manage Conflict of Interest

In light of the recommendation of the EP, EASA reviewed in 2017 the process in place concerning its 'Policy on impartiality and independence: prevention and mitigation of Conflict of interest' to extend the completion of declarations of interests to all staff members. The completion of declaration of interests is a continuous exercise (staff members to declare any change at any point in time), however the Agency remind all staff members of their obligation to update their declaration of interests on a yearly basis'. In addition, EASA'S management of the conflict of interest was the subject of an audit by the Internal Audit Service of the Commission end of 2018.



V.9.2 Agency actions to prevent Fraud

The Agency has developed its own Anti-Fraud Strategy within the framework of the Commission Anti-Fraud Strategy, following an internal risk assessment exercise carried out in accordance with the European Anti-Fraud Office methodology and guidance. The strategy covers the whole Anti-Fraud life cycle and is built on key objectives and specific actions tailored to EASA's environment. The Agency's Anti-Fraud Strategy aims to complement the above general frameworks for anti-fraud actions by promoting a high level of fraud awareness among EASA management and staff, and to help reduce the potential fraud risks and their impact on the effectiveness and reputation of the Agency.

The Agency's Anti-Fraud Strategy was endorsed by the Management Board in 2014. All actions have been completed. The IAS performed a review of Ethics in 2018, which included the areas of the Code of Conduct, Ethics, and Fraud. The draft audit report is expected in Q1 of 2019.



V.10 Final annual accounts (k€)

V.10.1 Balance Sheet

ASSETS	31-Dec-2018	31-Dec-2017
NON-CURRENT ASSETS		
<i>Intangible fixed assets</i>		
Computer Software	2,661	1,502
Intangible under construction	1,381	2,321
<i>Tangible fixed assets</i>		
Computer Hardware	1,279	1,587
Furniture	8,194	8,570
Other fixture and fittings	38	30
Total	13,553	14,010
CURRENT ASSETS		
Current receivables	7,046	5,842
Sundry receivables	239	251
Accrued revenues	6,258	8,653
Prepaid expenses	3,185	2,591
EU entities		1,250
Cash and equivalents	88,704	84,943
Total	105,431	103,529
TOTAL ASSETS	118,984	117,539
LIABILITIES		
NON-CURRENT LIABILITIES		
EU entities-long term	825	-
Dilapidation		-
Total	825	-
CURRENT LIABILITIES		
Deferred revenues	33,260	35,502
Current payables	21,001	16,003
EU entities-short term	11,286	11,815
Non-EU entities-short term	87	
Total	65,633	63,319
TOTAL LIABILITIES	66,458	63,319
NET ASSETS		
Surplus (deficit) forwarded from previous years	54,220	55,516
Net surplus(deficit) for the period	(1,694)	(1,296)
TOTAL NET ASSETS	52,526	54,220



V.10.2 Statement of financial performance (SFP)

	2018	2017
OPERATING REVENUE		
Fees and Charges	104,085	100,278
Contribution from EU entities	47,217	44,324
Contribution from non- EU entities	104	
Recovery of expenses	1,007	1,248
Contribution from EFTA countries	1,335	1,301
TOTAL OPERATING REVENUE	153,749	147,151
OPERATING EXPENSES		
Staff expenses	(94,164)	(90,007)
Buildings and related expenses	(9,549)	(10,486)
Other expenses	(7,507)	(8,161)
Depreciation and write offs	(2,536)	(2,518)
Outsourcing and contracting activities	(41,710)	(37,368)
TOTAL OPERATING EXPENSES	(155,458)	(148,539)
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	(1,710)	(1,387)
NON OPERATING REVENUES(EXPENSES)		
Interests received from third parties	80	153
Interests & charges paid to third parties	(64)	(62)
SURPLUS/ (DEFICIT) FROM NON OPERATING ACTIVITIES	16	91
SURPLUS/ (DEFICIT) FROM ORDINARY ACTIVITIES	(1,694)	(1,296)
SURPLUS/ (DEFICIT) FROM EXTRAORDINARY ITEMS		
NET SURPLUS FOR THE PERIOD	(1,694)	(1,296)



V.11 EASA Management Board Members

The EASA Management Board brings together representatives of the Member States and the EC. The Management Board is responsible for the definition of the Agency's priorities, the establishment of the budget and for monitoring the Agency's operation. The Board met three times in 2018.

Composition ⁵

Members with voting rights	European Commission (2 votes) and European Member States (1 vote each)
Members without voting rights	Norway, Liechtenstein, Iceland, Switzerland
Observers	Albania, Bosnia and Herzegovina, Republic of North Macedonia, Montenegro, Serbia, Georgia and Moldova

Table 12: Composition of the (Management) Board in 2018

Also, the Stakeholder Advisory Body (SAB) participates in the Management Board meetings as observer.

Chair of the Management Board	Deputy Chair of the Management Board
Mr Pekka Henttu (Finland)	Mr Rob Huyser (the Netherlands)

Table 13: Chair of the Management Board

The members of the Management Board are:

Country	Member
Austria	Ms Silvia GEHRER Bundesministerium für Verkehr, Innovation und Technologie
Belgium	Mr Patrick VANHEYSTE Directeur Général a.i. Service Public Fédéral Mobilité et Transport Direction Générale Transport Aérien
Bulgaria	Mr Stanimir LESHEV Director General Civil Aviation Administration

⁵ EASA MB Members as of December 2018. A detailed list of EASA MB Members is available on the EASA website: <http://www.easa.europa.eu/the-agency/management-board/members>.



Country	Member
Croatia	Mr Jure ŠARIĆ Assistant Minister for Civil Aviation Electronic Communications and Postal Services Ministry of Maritime Affairs, Transport and Infrastructure
Cyprus	Ms Panayiota GEORGIOU-DEMETRIOU Director Department of Civil Aviation Ministry of Communications and Works
Czech Republic	Mr David JÁGR Director Civil Aviation Authority of the Czech Republic
Denmark	Mr Kåre CLEMMESSEN Deputy Director General Danish Transport and Construction Agency
Estonia	Mr Kaupo TOODU Acting Director General Civil Aviation Administration
Finland	Mr Pekka HENTTU Director General Civil Aviation, Finnish Transport Agency (TraFi)
France	Mr Patrick CIPRIANI Directeur de la sécurité de l'aviation civile (DGAC/DSAC)
Germany	Mr Johann Friedrich COLSMAN Deputy Director General Federal Ministry of Transport and Digital Infrastructure
Greece	Mr Konstantinos LINTZERAKOS Governor of Hellenic Civil Aviation Authority
Hungary	Ms Erika DÉR Head of Civil Aviation, Maritime and Inland Navigation Department Ministry of National Development
Iceland	Mr Einar Orn HEDINSSON Director of Operation and Certificates, Deputy Director General of Civil Aviation The Icelandic Transport Authority
Ireland	Mr Fintan TOWEY Director General for Civil Aviation Department of Transport, Tourism and Sport



Country	Member
Italy	Dott. Alessio QUARANTA Director General Ente Nazionale per l'Aviazione Civile (ENAC)
Latvia	Mr Maris GORODCOVS Director General of Civil Aviation Civil Aviation Agency, Ministry of Transport
Liechtenstein	Mr Manfred BISCHOF Head Department Civil Aviation Office of Building and Infrastructure Division Civil Aviation
Lithuania	Mr Joris GINTILAS Director of Civil Aviation Administration
Luxembourg	Mr Pierre JAEGER Directeur de l'Aviation Civile Direction de l'Aviation Civile
Malta	Capt. Charles PACE Director General for Civil Aviation Transport Malta Civil Aviation Directorate
The Netherlands	Mr Rob HUYSER Director and Acting Director General Directorate of Civil Aviation Ministry of Infrastructure and Environment
Norway	Mr Lars KOBBERSTAD Director General Civil Aviation Authority
Poland	Mr Piotr SAMSON President of the Civil Aviation Authority
Portugal	Mr Luís Miguel RIBEIRO Chairman of the Board of Directors Agência Nacional de Aviação Civil (ANAC)
Romania	Mr Armand PETRESCU Director General Romanian Civil Aeronautical Authority (RCAA)
Slovak Republic	Mr Ján BREJA Director Civil Aviation Authority
Slovenia	Mr Alojz KRAPEZ



Country	Member
	Head of Aviation Division Directorate of Civil Aviation Ministry of Infrastructure and Spatial Planning
Spain	Ms Isabel MAESTRE Director of AESA Agencia Estatal de Seguridad Aérea (AESA)
Sweden	Mr Gunnar LJUNGBERG Civil Aviation and Maritime Director Swedish Transport Agency
Switzerland	Mr Christian HEGNER Director General Federal Office for Civil Aviation (FOCA)
United Kingdom	Mr Mark SWAN Group Director Safety and Airspace Regulation Civil Aviation Authority
European Commission	Mr. Henrik HOLOLEI Director-General Directorate-General for Mobility and Transport Mr Joachim LUECKING Head of Unit Aviation Safety Directorate-General for Mobility and Transport

Table 14: Members of the Management Board



V.12 List of Acronyms

Acronym	Explanation
AD	Airworthiness Directives
ANS	Air Navigation Services
ATM	Air Traffic Management
BASA	Bilateral Aviation Safety Agreement
BOB	Bilateral Oversight Board
BR	Basic Regulation
BPM	Business Process Management
CA	Contract Agents
CAAC	Civil Aviation Administration of China
CAW	Continuing Airworthiness
CMP	Continuous Monitoring Programme
CoI	Conflict of Interest
CTIG	Common Training Initiative Group
DOA	Design Organisation Approval
D4S	Data for Safety Programme
EASA	European Union Aviation Safety Agency
EC	European Commission
ECAA	European Common Aviation Area
ECAC	European Civil Aviation Conference
ECQB	European Central Question Bank
EPAS	European Plan for Aviation Safety
EU	European Union
FAA	Federal Aviation Administration
FCL	Flight Crew Licensing
GA	General Aviation
ICAO	International Civil Aviation Organisation
IMS	Integrated Management System
IORS	Internal Occurrence Reporting System
IR	Implementing Rule
JCAB	Japan Civil Aviation Bureau
KPI	Key Performance Indicator
MB	Management Board
MS	Member State
NAA	National Aviation Authority
OSD	Operational Suitability Data
QE	Qualified Entities
RAG	Red Amber Green
RMT	Rulemaking Task
RSOO	Regional Safety Oversight Organisation
SAFA	Safety Assessment of Foreign Aircraft
SARP	Standards and Recommended Practices
SBAS	Satellite-Based Augmentation Systems
SESAR	Single European Sky ATM Research
SIB	Safety Information Bulletins
SMS	Safety Management System
SNE	Seconded National Experts
SPD	Single Programming Document
TA	Temporary Agents
TCO	Third Country Operators



TIP	Technical Implementation Procedures
UA	Unmanned Aircraft
UAS	Unmanned Aircraft System
WA	Working Arrangement

