



**MULTIANNUAL STAFF POLICY PLAN**  
**2011-2013**

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## **A. General Overview of the current situation of the SESAR Joint Undertaking**

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### **1. The SESAR Programme**

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SESAR® (Single European Sky ATM Research) is a programme that aims at developing a new generation of Air Traffic Management (ATM) system in Europe. SESAR is set up in three phases: a Definition Phase, a Development Phase and a Deployment Phase:

- The Definition Phase (2004-2007) has defined the ATM target concept (including the different operational and technological steps to be taken, the priorities in the modernisation programmes and the operational implementation plans) and delivered the European ATM Master Plan.
- The ongoing Development Phase (2007-2013) will:
  - Develop and validate new ATM operational concepts and procedures in accordance with the European ATM Master Plan,
  - develop and validate new equipments, systems and/or standards, and
  - ensure a convergence towards a single ATM system in Europe and globally interoperable.

The nature of work to be performed under the SESAR Development Phase and the necessary involvement of the different stakeholders of the ATM sector make it a particularly complex programme, where the definition of:

- the technical activities to be performed,
  - the output specifications (i.e. description of work) of each Work Package / Sub-Work Package / Project, and
  - the terms and conditions of the membership agreements,
- requires the participation of the major stakeholders of the sector so as to achieve the objectives of the Single European Sky.
- The Deployment Phase (2014-2020) will consist in the large scale production and implementation of the new ATM infrastructure. The infrastructure should be composed of fully harmonised and interoperable components which contribute to the development of high performance, safe and sustainable air transport infrastructure in Europe.

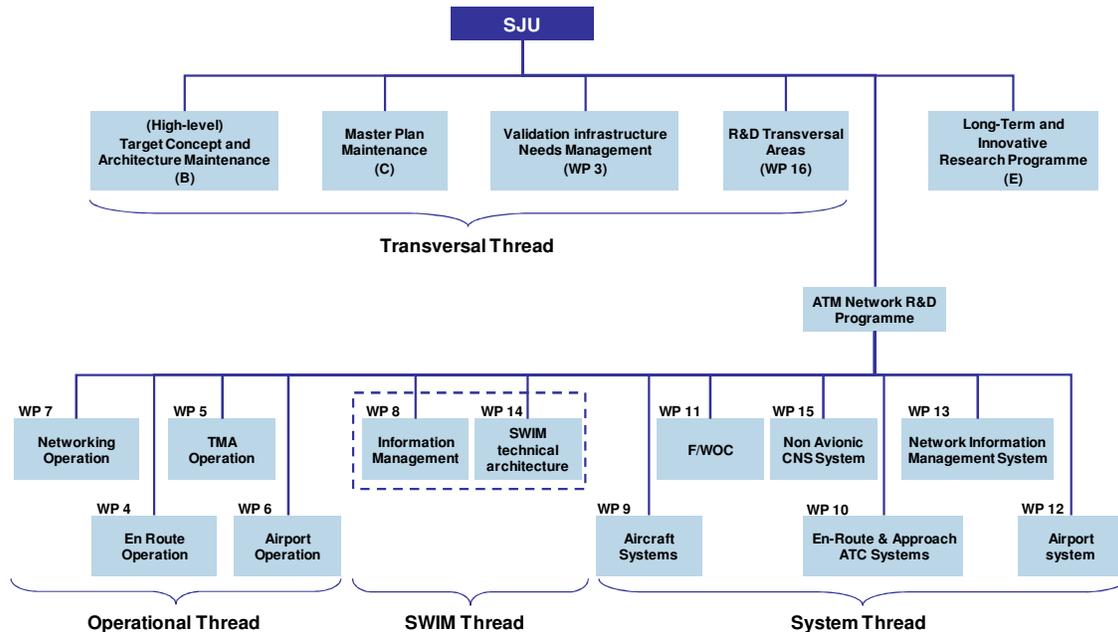
### **2. The structure of the SESAR Programme**

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The Programme defines all projects and activities to be undertaken in the 2008-2016 timeframe under the supervision of the SJU.

The Programme is divided into WPs addressing ATM domains, themselves organised into Sub-WPs and Projects dealing with a specific issue.

The whole ATM Network R&D Programme activities will develop and deliver the necessary operational and technical materials (specifications, procedures, mock-ups, prototypes, validation reports, etc.) for the progressive industrialisation, deployment and operation of a new ATM system.



The Programme is split in 4 different threads:

- Operational considerations are addressed under WPs 4, 5, 6 and 7,
- System considerations are addressed under WPs 9, 10, 11, 12, 13 and 15,
- System Wide Information Management considerations are addressed under WPs 8 and 14,
- “Transverse” activities”, such as validation infrastructure, development of safety, security, environment and human performance cases, European ATM Master Plan, Target concept and architecture maintenance, are dealt by a number of additional WPs (i.e. B, C, 3, 16).

It is expected that benefits provided by these transverse WPs will manifest themselves through their application through other operational and system WPs, and thus will contribute to maximising benefits of those WPs.

The R&D Programme is further divided into around of 310 projects or transversal activities.

### 3. The SESAR Joint Undertaking

The Council of the European Union adopted Regulation (EC) 219/2007 (hereinafter the “SJU Regulation”), as last modified by Council Regulation (EC) 1361/2008, establishing the SESAR Joint Undertaking (hereinafter the SJU).

The mission of the SJU, created under Article 171 of the Treaty establishing the European Union, is to ensure the modernisation of the European air traffic management system by coordinating and concentrating all relevant research and development efforts undertaken by its members and the related financing.

In particular, the SJU is responsible for the implementation of the *European ATM Master Plan* and for carrying out specific activities aiming at developing the new

generation of air traffic management system capable of ensuring the safety and fluidity of air transport worldwide over the next thirty years.

A substantial part of the benefit of the SESAR Programme will lay in the involvement of most of the European ATM stakeholders for the development of the operational and technical solutions which best meet the objectives set out in the *European ATM Master Plan*.

The SJU shall be responsible, in particular, for carrying out the following tasks:

- organising and coordinating the development activities of the SESAR project, in accordance with the European ATM Master Plan by combining and managing under a single structure public and private sector funding;
- ensuring the necessary funding for the development activities of the SESAR project in accordance with the European ATM Master Plan;
- ensuring the involvement of the stakeholders of the ATM sector in Europe, in particular: air navigation service providers; airspace users; professional staff associations; airports; and manufacturing industry; as well as the relevant scientific institutions or the relevant scientific community;
- organising the technical work of research and development, validation and study, to be carried out under its authority avoiding fragmentation of such activities;
- ensuring the supervision of activities related to the development of common products duly identified in the European ATM Master Plan and if necessary, to organise specific invitations to tender.

In accordance with Article 4.(1) of the SJU Regulation, the financing of the SJU shall come from contributions from its members. The members of the SJU are the two founding members and can be the entities listed in Article 1(1) of the SJU’s Statutes annexed to the SJU Regulation, ie the European Investment Bank and “*any other public or private undertaking or body including those from third countries that have concluded at least one agreement with the European Community in the field of air transport*”.

At the end of 2009, following an open selection process (see following section) in addition to the two founding members, the following entities are members of the SJU:

|                         |                | <u><b>Total Net Contribution EUR</b></u> |
|-------------------------|----------------|------------------------------------------|
| <b>Founding Members</b> | European Union | 700.000.000                              |
|                         | Eurocontrol    | 700.000.000                              |
| <b>Other Members</b>    | AENA           | 38.229.532                               |
|                         | DFS            | 37.765.865                               |
|                         | DSNA           | 35.365.585                               |
|                         | ENAV           | 37.251.347                               |
|                         | NATS           | 37.304.399                               |
|                         | NORACON        | 33.961.368                               |
|                         | SEAC           | 8.802.249                                |
|                         | FREQUENTIS     | 16.443.707                               |
|                         | INDRA          | 71.184.108                               |
|                         | NATMIG         | 20.918.226                               |
|                         | SELEX          | 53.722.711                               |
|                         | THALES         | 134.529.876                              |

**Total Net Contribution EUR**

|              |                      |
|--------------|----------------------|
| AIRBUS       | 57.135.108           |
| ALENIA       | 20.273.751           |
| HONEYWELL    | 21.327.194           |
| <b>Total</b> | <b>2.024.215.026</b> |

The total estimated value of the development phase of the SESAR Programme is EUR 2.1 billion, to be shared equally between the European Union, Eurocontrol and the industry. With regard to the European Union's contribution and in accordance with Article 4 of the SJU Regulation, the maximum European Union contribution shall be EUR 700 million of which EUR 350 million shall be paid from the budget appropriation allocated to the theme "Transport (Including Aeronautics)" of the Specific Programme Cooperation of the Seventh Framework Programme for research and technological development and EUR 350 million from the budget of the Framework Programme on Trans-European networks for the period 2007-2013. The Union contribution shall be paid in accordance with Article 54(2)(b) of Council Regulation (EC, Euratom) No 1605/2002 of 25 June 2002 on the Financial Regulation applicable to the general budget of the European Communities.

The running costs of the SJU will be covered in cash by its members with an amount not exceeding 5% (ceiling) of the total net contributions.

In Accordance with Article 2a.(5) of the modified Council Regulation, the Staff of the SJU will consist of temporary agents (TA) and contract agents (CA); their cost will be borne by the SJU and included in the running costs.

Furthermore, in accordance with Article 8 of the SJU Statutes, any member of the SJU may propose to the Executive Director the secondment of its staff to the SJU and these secondments will be considered contributions in kind to the SJU co-financed at 100% by the SJU. Staff seconded to the SJU shall act with complete independence under the supervision of the Executive Director.

The SJU Regulation, including the SJU Statutes, establishes a specific role for the Administrative Board with regard to the staff policy. In particular, the Administrative Board adopts the appropriate implementing rules referred to in Article 110 of the Staff Regulations as well as the staff establishment plan as part of the budget procedure.

#### **4. The SESAR Joint Undertaking during 2009**

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The SJU was initially established on the Galileo Joint Undertaking model. As a result of the European Council decision of 8 June 2007, the SJU started its activities and has become operational in 2008 reaching a staff level of 14 units at the end of December 2008. During 2008, most of the activities were dedicated, on the one hand, to the recruitment of the staff and the set up of the organisation, and, on the other hand, to the membership process which was completed with the signature of the Membership Agreements on 12 June 2009.

During 2009, following the entry into force on 1 January 2009 of Council Regulation (EC) 1361/2008 of 16 December 2008, the SJU realized and completed the transition to a full European Union's Body.

In fact, under the former Regulation, the SJU was subject to the full payment of VAT, the payment of taxes on interests, and its staff was under Belgian Law contracts. As a result of the entry into force of the new aforementioned Council Regulation,

- new staff was recruited under the “*Staff Regulations of Officials and Conditions of Employment of the other Servants of the European Community*” as last modified by Council Regulation (EC, Euratom) No 31/2005 of 20 December 2004 (hereinafter the “Staff Regulations”);
- the 13 staff members in force at the beginning of 2009<sup>1</sup> were subject to an internal selection process in accordance with Article 2 of Council Regulation (EC) 1361/2008 and were recruited as Temporary Agents (hereinafter “TAs”) under the Staff Regulations;
- the SJU has been in the position to recruit Contract Agents (hereinafter “CAs”);
- on 30 March 2009, in accordance with Article 2b of the SJU Regulations, the SJU signed an Administrative Agreement with the Belgian Government which implements the provisions of the Protocol on Privileges and Immunities of the European Communities. As a consequence of the application of the Protocol, the SJU has been declared exempted from VAT and started the process to recover the
  - VAT paid between the 16 October 2008 until the entry into force of the Administrative Agreement,
  - the taxes on the interest yielded in the same period.At the end of 2009, the VAT (EUR 0.4 Million) was recovered and cashed while the taxes on the interest will be cashed during 2010;
- on 28 July 2009, the Administrative Board adopted the new SJU Financial Rules in accordance with Article 4a of the SJU Regulation, after having received the prior consent of the European Commission.

On 24 April 2009, the European Parliament adopted BR2/2009 which included the integration of the SJU staff establishment plan in the 2009 EU Budget.

Furthermore, during 2009 the SJU has started aligning its processes and procedures to ensure compliance with the new Financial Rules and the Staff Regulations.

With regard to the core of the public-private partnership, the membership process started in 2007 with the pre-selection of the candidate members and continued during 2008 with the preparation of the Description of Work as well as the legal and contractual framework necessary to govern the relation between the different parties involved in the achievement of the SESAR Programme. At the end of 2008, the SJU launched to the 15 pre-selected candidate members and Eurocontrol the “*Invitation to Submit a Best and Final Binding Offer*” (ref. SJU/LC/0014-CFP, hereinafter IBAFO 1) covering 11<sup>2</sup> out of the 16 Work Packages of the SESAR Programme<sup>3</sup>. On 26 March 2009, on a proposal of the Executive Director resulting from the evaluation process of the offers received in answer to IBAFO 1, the Administrative Board decided to award the membership to the 15 pre-selected candidate members, together with the Programme activities to be realized for an amount of EUR 511 million in terms of co-financing (EUR 1.022 million in terms of total in-kind contribution).

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<sup>1</sup> One staff member resigned on 19 February 2009.

<sup>2</sup> Work Packages B, 3, 4, 5, 6, 8, 9, 10, 12, 14, 15.

<sup>3</sup> Due to the different events, such as the need to conclude before to the launch of some activities the Agreement with Eurocontrol on its role and contribution (ref. Article 9.2 of the SJU Regulation), it was not possible to launch all the 16 Work Packages under the IBAFO 1.

The 15 Membership Agreements and the agreement between the SJU and Eurocontrol in accordance with Article 9.2 of the SJU Regulation were signed on 12 June 2009, while the Multilateral Framework Agreement was signed on 11 August 2009 after the entry into force of the new SJU Financial Rules.

Taking into consideration the signature of the Agreement with Eurocontrol and to ensure the maximum coverage of the activities of the Programme, the SJU launched a second IBAFO in July 2009 for the remaining 4 Work Packages<sup>4</sup> of the Programme and the activities not awarded during the IBAFO 1. The process was concluded on 14 December 2009 with the Administrative Board decision on the award of the activities on a recommendation by the Executive Director for an amount of EUR 84 million in terms of co-financing (EUR 167 million in terms of total in-kind contribution).

Starting in 2009, following the completion of the IBAFO, 169 projects were kicked off and are now progressively entering the execution phase. An amount of EUR 54.1 million was paid by year end as pre-financing related to the project kicked off. The launch of the projects was preceded by the establishment of different procedures related to the governance of the SESAR Programme, in particular the Programme Management Plan, including the Engineering Methodology, the Architecture Strategy, the Concept Story Board and the Validation and Verification Strategy. A first risk management exercise was carried out during the first quarter 2009 providing a summary updates of the main risks identified during the definition phase.

By the end of 2009, around 1000 persons were working on SESAR Programme activities in the SJU Members locations.

To complement the Programme, different initiatives within the scope of work of the SJU were launched, such as the AIRE<sup>5</sup> Programme, OPTIMI<sup>6</sup> and, at the same time, different contracts to ensure the involvement of key stakeholders were signed (airspace users, professional staff associations, etc). Steps to ensure the involvement of the Military community were undertaken and potential gaps will be addressed during 2010. To reinforce the innovative and scientific approach a Scientific Committee was established and held its first meeting in December to assess the content on Work Package E – Long Term Research.

Finally, considering the role of the SESAR Programme worldwide and the importance of the interoperability aspect of its results, during 2009 key steps have been undertaken towards the reinforcement of relations with third countries, with the support of and in collaboration with the two founding members.

As recognized by the Administrative Board, the SJU achieved key steps in implementing the SESAR Programme. Nevertheless, critical progresses have to be achieved during 2010 to stabilize the SJU structure and bring the overall management and control system to the highest quality level, in line with the most advanced R&D worldwide private and/or public initiatives.

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<sup>4</sup> Work Packages C, 7, 13, 16.

<sup>5</sup> Atlantic Interoperability Initiative to Reduce Emissions

<sup>6</sup> Oceanic Position Tracking Improvement and Monitoring

**5. Posts filled in the current year (2009) and figures reflecting staff evolution**

The table below provides the recruitment situation as at 31 December 2009 of TAs. The SJU recruitment started in 2007 and continued in 2008 with contracts under Belgian Law but with conditions aligned to the Staff Regulations, in accordance with Article 8 of the SJU Statutes before amendment.

Starting in 2009, following the entry into force of Council Regulation (EC) 1361/2008, staff members were recruited under the Staff Regulations, with TAs and CAs contracts. With regard to staff members recruited in the years 2007 – 2008, Article 2 of Council Regulation (EC) 1361/2008 amending Council Regulation (EC) 219/2007 established the following specific provisions for the transition process: “all employment contracts concluded by the Joint Undertaking in force on 1 January 2009 (hereinafter prior contracts) shall be honoured until their expiry date without further renewal” and “all members of staff under prior contracts shall be offered the possibility to apply for TA contracts under Article 2(a) of the Conditions of Employment of Other Servants of the European Communities (hereinafter the “CEOS”) laid down in Regulation (EEC, Euratom, ECSC) No 259/68 at the various grades as set out in the establishment plan”.

In order to implement the provisions of Article 2, the transition process was formalized in “General Implementing Provisions on the Procedure Governing the Internal Selection to be carried out under Article 2 of Council Regulation (EC) n° 1361/2008 of 16 December 2008” adopted by the Administrative Board on 12 June 2009, after having received the positive agreement of the European Commission. The 13 staff members concerned became TAs under article 2a) of the CEOS as of 1 July 2009.

The table below summarizes the situation of the SJU TA contracts and the new TA recruitments.

| Category and grade | SJU Establishment plan 2009 |           | Staff as at 31.12.2008 (Belgian Law contracts) |           | Staff subject to Transition Art. 2 |                | Posts filled in by external publication in 2009 |          | Post actually filled at 31.12.2009 |           |
|--------------------|-----------------------------|-----------|------------------------------------------------|-----------|------------------------------------|----------------|-------------------------------------------------|----------|------------------------------------|-----------|
|                    | perm                        | temp      | perm                                           | temp      | perm                               | temp           | perm                                            | Temp     | perm                               | Temp      |
| AD 16              |                             |           |                                                |           |                                    |                |                                                 |          |                                    |           |
| AD 15              |                             |           |                                                |           |                                    |                |                                                 |          |                                    |           |
| AD 14              |                             | 1         |                                                | 1         |                                    | 1              |                                                 |          |                                    | 1         |
| AD 13              |                             | 1         |                                                |           |                                    |                |                                                 |          |                                    |           |
| AD 12              |                             | 4         |                                                | 3         |                                    | 3              |                                                 | 1        |                                    | 4         |
| AD 11              |                             | 0         |                                                | 1         |                                    | 1              |                                                 |          |                                    | 1         |
| AD 10              |                             | 2         |                                                | 1         |                                    | 1              |                                                 |          |                                    | 1         |
| AD 9               |                             |           |                                                |           |                                    |                |                                                 |          |                                    |           |
| AD 8               |                             | 6         |                                                | 2         |                                    | 1 <sup>7</sup> |                                                 | 1        |                                    | 2         |
| AD 7               |                             | 5         |                                                | 3         |                                    | 2              |                                                 |          |                                    | 2         |
| AD 6               |                             | 4         |                                                |           |                                    |                |                                                 | 1        |                                    | 1         |
| AD 5               |                             | 10        |                                                |           |                                    |                |                                                 | 2        |                                    | 2         |
| <b>Total AD</b>    |                             | <b>33</b> |                                                | <b>11</b> |                                    | <b>9</b>       |                                                 | <b>5</b> |                                    | <b>14</b> |

<sup>7</sup> One staff member resigned as of 19 February 2009.

| Category and grade | SJU Establishment plan 2009 |          | Staff as at 31.12.2008 (Belgian Law contracts) |          | Staff subject to Transition Art. 2 |          | Posts filled in by external publication in 2009 |      | Post actually filled at 31.12.2009 |          |
|--------------------|-----------------------------|----------|------------------------------------------------|----------|------------------------------------|----------|-------------------------------------------------|------|------------------------------------|----------|
|                    | perm                        | temp     | perm                                           | temp     | perm                               | temp     | perm                                            | Temp | perm                               | Temp     |
| AST 11             |                             |          |                                                |          |                                    |          |                                                 |      |                                    |          |
| AST 10             |                             |          |                                                |          |                                    |          |                                                 |      |                                    |          |
| AST 9              |                             |          |                                                |          |                                    |          |                                                 |      |                                    |          |
| AST 8              |                             |          |                                                |          |                                    |          |                                                 |      |                                    |          |
| AST 7              |                             |          |                                                |          |                                    | 1        |                                                 |      |                                    | 1        |
| AST 6              |                             |          |                                                |          |                                    |          |                                                 |      |                                    |          |
| AST 5              |                             | 1        |                                                |          |                                    |          |                                                 |      |                                    |          |
| AST 4              |                             |          |                                                |          |                                    |          |                                                 |      |                                    |          |
| AST 3              |                             | 2        |                                                | 1        |                                    | 1        |                                                 |      |                                    | 1        |
| AST 2              |                             |          |                                                |          |                                    |          |                                                 |      |                                    |          |
| AST 1              |                             | 2        |                                                | 2        |                                    | 2        |                                                 |      |                                    | 2        |
| <b>Total AST</b>   |                             | <b>5</b> |                                                | <b>3</b> |                                    | <b>4</b> |                                                 |      |                                    | <b>4</b> |
| <b>Total</b>       | <b>38</b>                   |          | <b>14</b>                                      |          | <b>13</b>                          |          | <b>5</b>                                        |      | <b>18</b>                          |          |

During the transition phase the following changes were made:

- one staff member recruited under Belgian Law at contractual conditions grade 7, was selected and offered an AST7 - TA contract under the CEOS on the basis that the requirements for function group AD could not be fulfilled and that the tasks could be also of AST level. The level of responsibilities of the post justifies the determination in grade 7 as it was under the Belgian Law contract. As there was no budgetary consequence and the Belgian contract did not mention specifically the function group, the AIPN decided to launch the selection process at the same grade but in the AST function group as not to eventually block the passage of the present staff under temporary agent contract.
- due to an administrative error when establishing the staff plan, one of the staff members under Belgian contract has been introduced in the establishment plan as AD 10 instead of AD 11 level at which the Belgian Law contract was established. To correct this error and to allow the correspondence between the grades supposed of the Belgian contract and the grade of a TA contract, as it has been done for all staff under Belgian law in conformity to the SJU transition implementing rules, a TA contract under CEOS in grade 11 has been offered within the 10% margin allowed on the basis of the Financial Rules to modify the staff establishment plan.

**6. Staff financed under administrative expenditure**

| <b>Number of Contractual Agents</b> |                                            |                       |                                            |                       |                            |
|-------------------------------------|--------------------------------------------|-----------------------|--------------------------------------------|-----------------------|----------------------------|
| <b>GF</b>                           | <b>Posts actually filled at 31.12.2008</b> | <b>Envisaged 2009</b> | <b>Posts actually filled at 31.12.2009</b> | <b>Envisaged 2010</b> | <b>Envisaged 2011-2013</b> |
| <i>IV</i>                           | <i>N/A</i>                                 | <i>2</i>              | <i>3</i>                                   | <i>3</i>              | <i>3</i>                   |
| <i>III</i>                          | <i>N/A</i>                                 | <i>2</i>              | <i>0</i>                                   | <i>0</i>              | <i>0</i>                   |
| <i>II</i>                           | <i>N/A</i>                                 | <i>0</i>              | <i>0</i>                                   | <i>0</i>              | <i>0</i>                   |
| <i>I</i>                            | <i>N/A</i>                                 | <i>0</i>              | <i>0</i>                                   | <i>0</i>              | <i>0</i>                   |
| <b>TOTAL</b>                        | <b>N/A</b>                                 | <b>4</b>              | <b>3</b>                                   | <b>3</b>              | <b>3</b>                   |

| <b>Number of Seconded National Experts</b> |                       |                                            |                       |                            |
|--------------------------------------------|-----------------------|--------------------------------------------|-----------------------|----------------------------|
| <i>Posts actually filled at 31.12.2008</i> | <i>Envisaged 2009</i> | <i>Posts actually filled at 31.12.2009</i> | <i>Envisaged 2010</i> | <i>Envisaged 2011-2013</i> |
| <i>NA</i>                                  | <i>2</i>              | <i>1</i>                                   | <i>3</i>              | <i>3</i>                   |

| <b>Staff Seconded to the SJU by the SJU Members<br/>(Article 8 of the SJU Regulation)</b> |                       |                                            |                       |                              |
|-------------------------------------------------------------------------------------------|-----------------------|--------------------------------------------|-----------------------|------------------------------|
| <i>Posts actually filled at 31.12.2008</i>                                                | <i>Envisaged 2009</i> | <i>Posts actually filled at 31.12.2009</i> | <i>Envisaged 2010</i> | <i>Envisaged 2011 - 2013</i> |
| <i>NA</i>                                                                                 | <i>NA</i>             | <i>5</i>                                   | <i>10</i>             | <i>10</i>                    |

**7. Current annual staff-related expenditure, in absolute terms and as percentage overall annual expenditure**

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Based on the SJU’s staff budgeted cost for 2010 and considering the number of posts to be opened for the SJU between 2010 and 2016, the staff expenditure for the period 2011 – 2013 can be estimated as follows:

|                   |                                         | <u>EUR</u><br><u>million</u> |
|-------------------|-----------------------------------------|------------------------------|
| 2010 <sup>8</sup> | TAs, CAs, SNEs, Members’<br>Secondments | 5.0                          |
| 2011 <sup>9</sup> | TAs, CAs, SNEs, Members’<br>Secondments | 5.0                          |
| 2012              | TAs, CAs, SNEs, Members’<br>Secondments | 5,3                          |
| 2013              | TAs, CAs, SNEs, Members’<br>Secondments | 5,5                          |
| <b>Total</b>      |                                         | <b>15.8</b>                  |

The estimated overall staff expenditure is expected to represent around 2% of the SJU Budget for the period until 31 December 2016.

**8. Organisation and organisation chart**

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According to the SJU Regulation, the Executive Director submits to the Administrative Board for approval his proposal(s) concerning the organisation chart of the SJU (see Annex 1).

**B. The staff policy of the SJU**

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The main objective of the SJU staff policy is to define the necessary framework for the recruitment, equal treatment, organization, assessment, development and training of the SJU staff members so that their collective skills and competencies which constitute an asset for the SJU will contribute to the achievement of the SJU mission and specific objectives.

The **SJU Staff Establishment Plan constitutes the document adopted by the Administrative Board defining the total number of positions by grade necessary to ensure the sound operational and financial management of the organization.** These positions are filled in by personnel recruited under the following types of contracts:

<sup>8</sup> The estimated overall staff expenditure for 2009 was reduced by around 4 million EUR following the transition of the staff from Belgian law contracts to EC TA contracts.

<sup>9</sup> Average annual cost of about EUR 122.000,- per TA post and EUR 67.000,- per CA post, at 2009 costs (amounts received by PMO for 2009 and used for the SJU provisional budget).

- TAs contracts, for position requesting a long-term duration of the contract within the limit of the existence of the SJU such as for the Chief Operational Concept and Validation, the Chief Economics and Environment as well as some administrative functions such as the Head of Finance and Budget Sector, the Financial Officer, etc.
- CAs contracts for some administrative support functions, where the TAs recruitment did not prove to be effective or for short term needs,
- Secondments of personnel of the SJU Members to the SJU (see below) in accordance with Article 8 of the SJU Statutes, especially where specific highly specialized and technical skills in the SESAR Programme domain are requested for the position,

In addition, the Administrative Board approved SNEs' positions, where Member States' previous experience is requested.

The staff costs, such as all the other running costs of the SJU (Title 1 and Title 2 of the SJU Budget 2010), are financed with equal cash contributions – 1/3 each – by the European Union, Eurocontrol and the other SJU Members, within the overall limit of 5% of their specific contributions.

## **1. The SJU's recruitment policy as regards the selection procedures, the entry grades of different categories of staff, the type and duration of employment and different job profiles.**

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As of the entry into force of Council Regulation (EC) 1361/2008, the Staff Regulations of Officials of the European Communities, the Conditions of Employment of other servants of the European Communities and the rules adopted jointly by the Institutions of the European Union for the purpose of applying these Staff Regulations and the Conditions of Employment shall apply to the staff of the Joint Undertaking and its Executive Director.

The staff of the Joint Undertaking will consist of TAs and CAs recruited for a fixed period that may be renewed once and for a fixed period only. The total period of engagement shall not exceed in any case the duration of the Joint Undertaking.

The staff of the SJU shall consist of highly specialized technical staff members in charge of the management and implementation of the SESAR Programme and highly specialized and diversified administrative and financial staff to support the operations. In establishing the different job descriptions and the organization chart of the SJU, particular attention is paid to preserve the adequate separation of functions, to manage the risk of conflict of interest, to ensure an efficient and cost-effective functioning of the organization.

It has to be recognized that it is difficult to attract highly skilled persons on TA contracts for a limited duration, especially on technical activities where the SJU is in competition, on the recruitment point of view, with other institutions such as Eurocontrol.

## **2. Selection procedure**

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The selection procedure applied by the SJU is based on the implementing provisions adopted on 9 October 2009 by the Administrative Board for the selection and recruitment of TAs and CAs.

The selection procedures for TAs include the following main steps:

- publication of a vacancy notice on the SJU website and on the EPSO website stating eligibility and selection criteria, indicating type and duration of contract and recruitment grade,
- establishment of a Selection Board consisting of at least four members, of which, two from the SJU, one from one of the two SJU Founding Members (all with a grade at least equal to that of the post) and 1 member in representation of the Staff Committee<sup>10</sup>,
- evaluation of the candidates' application forms, on the basis of eligibility requirements, and further evaluation of eligible candidates on the basis of the selection criteria,
- establishment of a shortlist of the most suitable candidates to be invited to the interview, based on the CV assessment,
- interview of the short-listed candidates by the Selection Board to assess the competencies, language skills and knowledge of the SJU framework on the basis of pre-decided questions. This may include a written test,
- selection by the Selection Board of the most suitable candidate for the post and, where appropriate, establishment of a reserve list of suitable candidates. The Selection Board formalizes the selection in a recommendation to the Appointing Authority,
- decision by the Appointing Authority to offer a contract to the selected candidate recommended by the Selection Board.

With regard to the CAs, the SJU uses the EPSO CAST database for the pre-selection process and *mutatis mutandis* the aforementioned selection process.

### **3. Entry grades for TAs**

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The entry grades are determined in function of the level of the tasks to be performed and are those indicated in the staff establishment plan.

It should be noted that the SESAR Programme requires highly specialised skills and competencies, and – often – advanced seniority of staff members. The SJU grading approved by the Administrative Board reflects the need of highly specialised staff members to fulfil the duties of the management of a high level research programme.

The European Commission guidelines on Staff Policy describe the flexibility as regard to the recruitment grades in agencies. This is particularly relevant in order to reflect the Public-Private Partnership aspect of the SJU.

### **4. Length of contracts**

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Notwithstanding the Transitional Provisions laid down in article 2 of Council Regulation (EC) 1361/2008, temporary agents are recruited for a fixed term contract, in principle of 5 years, renewable once and for a fixed period only. In exceptional cases, the Appointing Authority could decide on a different duration of the contract. The total

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<sup>10</sup> In consideration of the fact that the SJU does not have an internal Staff Committee, a representative of the Staff Committee of the European Commission is invited to the selection process.

period of engagement will not exceed, in principle, eight years and in any case not exceed the duration of the SJU (Article 2a of Council Regulation (EC) 1361/2008).

Contract agents are recruited for a fixed term contract, in principal with a duration not exceeding 3 years, renewable once for a fixed period only. In exceptional cases, the Appointing Authority could decide on a different duration of the contract. The total period of engagement will not exceed, in principle, eight years and in any case not exceed the duration of the SJU (Article 2a of Council Regulation 1362/2008).

## **5. Officials**

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The SJU has currently no post occupied by an official from an Institution.

## **6. Temporary agents on long term employment**

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On the basis of the missions and tasks set out by the SJU Regulation, the SJU considers that most of its existing workforce can be identified as positions of long term duration within the limits of the existence of the SJU, whether in core business activities for which continuous expertise needs to be built and maintained or support activities in the area of Administration.

Where the type of expertise requested for a certain position is not easily available on the free market and is retained by personnel working for one of its Members, the SJU fills in these highly specialized positions with secondments from its Members (see section 10 below).

All temporary agent posts in the 2010 Establishment Plan have been identified as post of long duration and are offered a 5-year contract basis (except for staff who were under Belgian contracts at 1 January 2009).

## **7. Contract agents on long term employment**

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Contract agents will serve the purpose of increasing capacity mainly in support functions (legal or administrative).

## **8. Contract agents on short/medium term employment**

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In exceptional cases, the Appointing Authority could decide for the needs of the SJU to recruit a CA on a short term employment.

Also in compliance with Article 5 paragraph 3 of the General implementing provisions on the procedures governing the engagement and the use of contract staff at the SJU adopted by the SJU Administrative Board on 6 October 2009, short term replacement contracts can be concluded for the maximum replacement duration caused by leaves covered by Article 42,42a, 42 b and Title IV, “working conditions”, of the Staff Regulations.

## 9. Seconded national experts

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For the need of specific expertise, the SJU will recruit SNEs from competent organisations in the Member States, especially where expertise within Regulators or institutional authorities is requested.

## 10. Secondment of staff to the SJU

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At its meeting of 12 June 2009, the Administrative Board of the SJU, having regard to Article 8 of the SJU Statutes which establishes that “*any member of the Joint Undertaking may propose to the Executive Director the secondment of members of its staff to the Joint Undertaking in accordance with conditions provided for in the relevant agreement referred to in Article 1(3) of these Statutes*” and that “*staff seconded to the Joint Undertaking must act with complete independence under the supervision of the Executive Director*”, decided:

- to adopt specific conditions on the secondment of staff of the members listed under Article 1.2 of the SJU Statutes,
- to delegate the Executive Director to establish the necessary agreements in line with the aforementioned conditions and taking into account the particular nature of the founding members<sup>11</sup>, for the secondment of staff of the founding members to the SJU.

The decision of the Administrative Board is also motivated by the nature of the SJU as public-private partnership, where public and private resources are commingled for the achievement of objectives.

The secondment from the members constitutes a highly flexible mechanism to attract skilled experts, with contracts with specific duration and a low risk scheme.

In compliance with the Administrative Board decision and in order to fill in some highly specialized positions, or where the open vacancy procedure was unsuccessful, during 2009 the SJU launched three calls for expression of interest to its members, to establish a list of potential candidates to fill specific positions (10 positions in total are expected for 2010). The selection procedure is similar to the one followed for TA's. Staff seconded to the SJU by its Members is considered part of the Members' in-kind contribution financed at 100% by the SJU.

Staffs seconded by members have a two year secondment which can be renewed and occupy a temporary agent post determined in the SJU establishment plan. Therefore, in case of non renewal or if the selection has not been conclusive, the post will need to be filled by a temporary agent.

As for END, these secondments are not established on the basis of a determined grade but are established in the limits of the total budgetary resources allowed. In this context and in compliance with the Administrative Board decision<sup>12</sup>, this type of staff should be included in the total amount of staff of the SJU as determined in the SJU staff establishment plan.

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<sup>11</sup> The European Union and the European Organisation for the Safety of Air Navigation, Article 1.1 of the SJU Statutes

<sup>12</sup> ADB decision adopted at the ADB meeting held on 12 June 2009.

## **11. The Programme Support Office**

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In 2008, Eurocontrol established a Unit – the Project Support Office (PSO) – hosted by the SJU in order to provide the necessary support in the management of the SESAR Programme. PSO provides programme management support to the SJU in strict coordination with the other SJU Teams. The number of staff part of this Office at the end of 2009 is 12 persons.

The PSO staff is covered by an agreement between Eurocontrol and the SJU. The PSO staff assigned to the SJU for the execution of this Agreement shall remain subject to the Eurocontrol staff regulations and rules. Furthermore, the PSO Manager is placed under the hierarchical authority of Director ATM Strategies at Eurocontrol but reports functionally to the SJU Executive Director. The PSO staff is placed under the sole authority of the PSO Manager. The PSO Manager determines, in coordination with the SJU Executive Director, the tasks the PSO Staff carries out.

The costs related to the PSO are considered part of the in-kind contribution of Eurocontrol to the SJU and are not included in the running costs of the SJU.

## **12. The SJU's policy as regards performance appraisal and promotion/reclassification**

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The SJU will adopt in 2010 specific implementing rules on evaluation and reclassification of TAs and CAs.

Already during 2009 and previously in 2008, the SJU followed the performance of the staff members with the establishment of their objectives, the monitoring of results on a monthly basis for the senior members of its staff and the appraisal of the results at year end.

During 2010, the SJU will draw a yearly performance appraisal policy, including the identification of clear and measurable objectives agreed by the staff member with the line manager at the beginning of the year, the monitoring of the performance during the year, and an appraisal exercise at year end. In particular at the moment of the establishment of the objectives, but anyway during the different steps of the appraisal, a training plan will be designed based on the staff member specific needs, in line with the SJU Learning and Training policy.

For 2010, there is no reclassification expected as there will be no eligible TA or CA. SJU recruitment under the Staff Regulations started only in 2009. Therefore the condition of a minimum of 2 years of seniority in the grade will not be fulfilled by SJU agents before 2011. A reclassification policy will be established by the end of 2010 to allow eventual reclassifications of TAs and CAs as appropriate in the future years.

## **13. Statistics and general orientations to promote equal opportunities and concrete measures planned in order to ensure equal treatment among the staff members**

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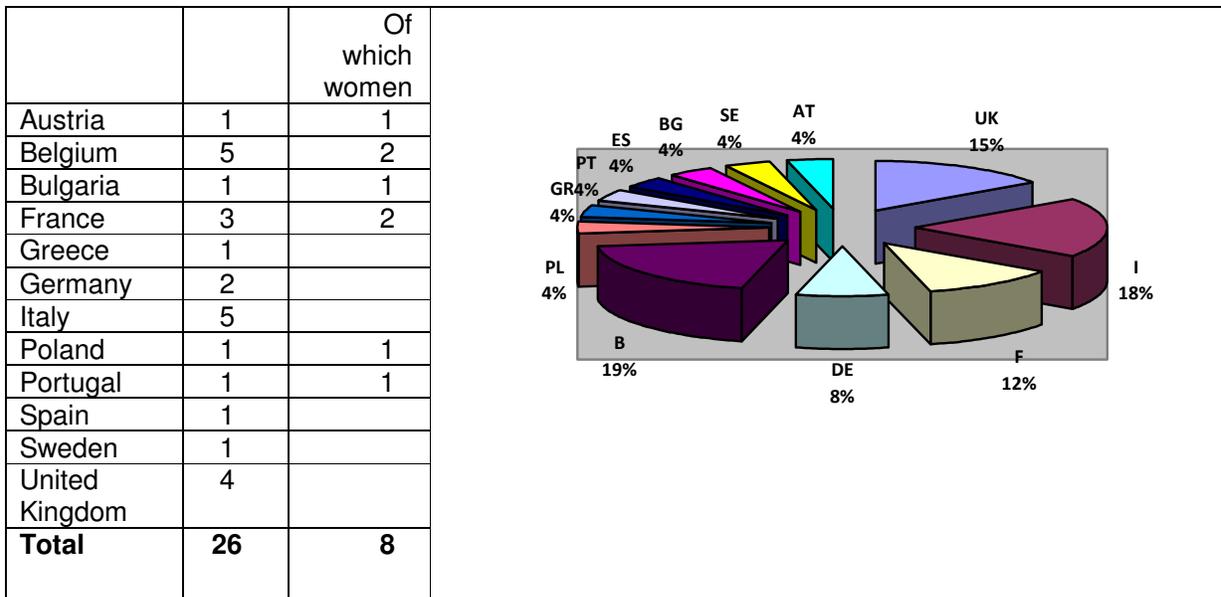
The SJU will put in place the necessary measures to ensure equal opportunities for staff, as well as to attract specialised technical staff of the highest calibre. The equal

opportunities policy shall apply to recruitments in order to secure gender balance in a domain of operations that appears to be highly unbalanced.

**14. Statistics on geographical balance**

Geographical balance is regularly sought in accordance to Article 27 of the Staff Regulation and 12 and 82(1) of the Conditions of Employment of Other Servants, bearing in mind the small size of the SJU and the fact that search for the best qualified staff for the vacant post will be the first priority.

Currently, the geographical representation including TAs, CAs and Members' secondments is as follows:



**15. Mobility policy in regard to the different types of employment**

*a) Mobility within the SJU*

Vacancy notices are accessible internally as well as externally and staff members will always be given the opportunity to apply.

*b) Mobility between the SJU and the institutions*

The SJU has currently no post occupied by an official from an Institution; nevertheless where appropriate the SJU can consider favouring mobility with the other Institutions.

**B. Overview of the situation over next three years**

**1. Actual list of positions**

The table here below describes the 39 positions of the Staff establishment plan approved by the Administrative Board per area, activity and type of contract for 2010.

| Directorate/Sectors      | Activity                                                          | Function / Job title                                 | Contract Type/duration                  | Grade | # Staff |
|--------------------------|-------------------------------------------------------------------|------------------------------------------------------|-----------------------------------------|-------|---------|
| Executive Office         | Executive Director                                                | Executive Director                                   | TA indefinite (*)                       | AD 14 | 1       |
|                          | Executive secretariat                                             | Executive secretary                                  | TA indefinite (*)                       | AST 3 | 1       |
|                          | Communication internal/external, media                            | Chief, Communication                                 | TA indefinite (*)                       | AD 11 | 1       |
|                          | Implementation of the day-to-day communication strategy           | Communication Associate                              | TA fixed term + renewable               | AD 5  | 1       |
|                          | Audit                                                             | Internal Auditor                                     | <i>Secondment from Member/ 2 years</i>  | N.A.  | 1       |
|                          | ATM stakeholders' relations versus risks                          | Advisor to the Executive Director (***)              | TA fixed term + renewable               | AD10  | 1       |
|                          | Military aspects of the Programme                                 | Advisor for Military Affairs (***)                   | TA fixed term + renewable               | AD10  | 1       |
| Administration & Finance | Overall Management                                                | Director, Administration & Finance                   | TA indefinite (*)                       | AD 12 | 1       |
|                          | Secretarial activities                                            | Secretary                                            | TA indefinite (*)                       | AST 1 | 1       |
|                          | Budget, Financial Resources & Accounting                          | Head of the Budget, Financial resources & Accounting | TA indefinite (*)                       | AD 8  | 1       |
|                          | Financial and accounting management, financial procedures control | Finance & Accounting Officer                         | TA indefinite (*)                       | AD 7  | 1       |
|                          | Accountancy                                                       | Accountant                                           | TA 5+renewable                          | AST5  | 1       |
|                          | Financial administration                                          | Administrative Assistant                             | TA 5+renewable (**)                     | AST3  | 1       |
|                          | Legal Affairs and Contract management                             | Head of the Legal Affairs & Contract Sector          | <i>Secondment from Member / 2 years</i> | N.A.  | 1       |
|                          | Management of calls, legal agreements, contracts                  | Legal & Contract adviser                             | TA indefinite (*)                       | AD 7  | 1       |

| Directorate/Sectors     | Activity                                                                  | Function / Job title                         | Contract Type/duration                  | Grade | # Staff |
|-------------------------|---------------------------------------------------------------------------|----------------------------------------------|-----------------------------------------|-------|---------|
|                         | Procurement procedures, personal data protection, day-to-day legal issues | Legal Officer                                | TA fixed term + renewable (**)          | AD 5  | 1       |
|                         | Recruitment, HR Administration, staff development                         | HR Officer                                   | TA indefinite (*)                       | AST 7 | 1       |
|                         | Audit / Control                                                           | Project Controller/Auditor                   | TA fixed term + renewable               | AD7   | 1       |
|                         | Audit/Control/Finance                                                     | Principal Advisor Finance                    | <i>Secondment from Member / 2 years</i> | N.A.  | 1       |
|                         | Audit / Control                                                           | Project Controller/Auditor                   | TA fixed term + renewable               | AD5   | 1       |
| Economics & Environment | AO relations, business case, environmental impact                         | Chief, Economics & Environment               | TA indefinite (*)                       | AD 10 | 1       |
|                         | Management/coordination of environmental affairs                          | Environment Officer                          | TA fixed term + renewable               | AD 7  | 1       |
|                         | Business case, data analysis and modelling                                | Economist                                    | TA fixed term + renewable               | AD 5  | 1       |
| Regulatory Affairs      | Interface work programme / regulatory activities (SES)                    | Chief, Regulatory Affairs                    | TA fixed term + renewable               | AD12  | 1       |
| Operations              | Operational direction & validation activities of the SESAR Programme      | Chief, Operational Concept & Validation      | TA indefinite (*)                       | AD 12 | 1       |
|                         | ConOps Validation & Verification                                          | Head of Validation / Verification S&D Sector | <i>Secondment from Member / 2 years</i> | N.A.  | 1       |
|                         | ConOps development & integration                                          | Head of ConOps S&D Sector                    | <i>Secondment from Member / 2 years</i> | N.A.  | 1       |
|                         | Airspace User perspective of the ConOps                                   | ConOps/Airspace User S&D                     | <i>Secondment from Member / 2 years</i> | N.A.  | 1       |
|                         | Validation & Verification                                                 | Expert Validation / Verification S&D         | <i>Secondment from Member / 2 years</i> | N.A.  | 1       |
| Architecture            | Technical architecture                                                    | Chief Technology and Innovation              | TA indefinite (*)                       | AD 12 | 1       |
|                         | Systems development activities                                            | Head of Airborne & CNS Systems Sector        | TA fixed term + renewable               | AD 8  | 1       |
|                         | Systems development activities                                            | Head of Airport & Centre ATM Systems Sector  | TA fixed term + renewable               | AD 8  | 1       |
|                         | Avionics and Airborne Systems                                             | Avionics Systems Engineer                    | <i>Secondment from Member /</i>         | N.A.  | 1       |

| Directorate/Sectors        | Activity                      | Function / Job title                         | Contract Type/duration           | Grade | # Staff |
|----------------------------|-------------------------------|----------------------------------------------|----------------------------------|-------|---------|
|                            |                               |                                              | 2 years                          |       |         |
|                            | Information management (SWIM) | IT Systems Architect                         | TA fixed term + renewable        | AD 6  | 1       |
|                            | Secretarial activities        | Secretary                                    | TA indefinite (*)                | AST 1 | 1       |
| Project Management Support | Project management            | Senior Programme Management & Quality Expert | Secondment from Member / 2 years | N.A.  | 1       |
|                            | Project management            | Programme Management & Quality Expert        | Secondment from Member / 2 years | N.A.  | 1       |
|                            | Project management            | Programme management specialist              | Secondment from Member / 2 years | N.A.  | 1       |
|                            | Project management            | Project Manager                              | TA fixed term + renewable (**)   | AD5   | 1       |

(\*) Staff members eligible to Transitional Provisions Article 2 of Council Regulation (EC) 1361/2008 (13 staff)

(\*\*) Position currently covered by a CA (see below)

(\*\*\*) These two positions resulted in the replacement of the post of Deputy Executive Director of the level of AD13 by two Advisors at the level of AD 10 proposed to the Administrative Board in March 2009 and endorsed. This change was already mentioned in the MASPP 2010-2012 and adopted in the 2010 staff establishment plan.

## 2. Actual positions filled and recruitment plan

The table here after enumerates the list of positions filled by SJU staff (TAs and CAs) and secondments of members and the list of positions to be filled by the end of 2010.

On 31 December 2009, 26 posts were occupied out of the total 39 positions.

**Overall 2010 Recruitment Plan (revised)**

| SJU STAFF                                          | ACTUAL 2009 |            |               |              |            |     | Total     | Budget 2010 |            |           |              |            | Total |           |
|----------------------------------------------------|-------------|------------|---------------|--------------|------------|-----|-----------|-------------|------------|-----------|--------------|------------|-------|-----------|
|                                                    | GRADE       | Start Date | Temporary Ag. | Contr. Agent | Secondment | END |           | GRADE       | Staff Plan | Tempo Ag  | Contr. Agent | Secondment | ENDs  |           |
| Executive Director                                 | AD14        | 01/11/07   | 1             |              |            |     | 1         | AD14        | 1          | 1         |              |            |       | 1         |
| Deputy Exec Director-Programme Director            |             |            |               |              |            |     |           | cancelled   |            |           |              |            |       |           |
| Director, Administration and Finance               | AD12        | 16/06/08   | 1             |              |            |     | 1         | AD12        | 1          | 1         |              |            |       | 1         |
| Chief Technology and Innovation                    | AD12        | 01/06/08   | 1             |              |            |     | 1         | AD12        | 1          | 1         |              |            |       | 1         |
| Chief, Operational concept and validation          | AD12        | 01/07/08   | 1             |              |            |     | 1         | AD12        | 1          | 1         |              |            |       | 1         |
| Chief Regulatory Affairs                           | AD12        | 01/06/09   | 1             |              |            |     | 1         | AD12        | 1          | 1         |              |            |       | 1         |
| Chief, Economics and Environment                   | AD10        | 16/04/08   | 1             |              |            |     | 1         | AD10        | 1          | 1         |              |            |       | 1         |
| Chief, Communication                               | AD11        | 16/08/08   | 1             |              |            |     | 1         | AD11        | 1          | 1         |              |            |       | 1         |
| Advisor to the Executive Director                  | AD10        | 16/02/10   |               |              |            |     |           | AD10        | 1          | 1         |              |            |       | 1         |
| Advisor for Military Affairs                       | AD10        | 15/05/10   |               |              |            |     |           | AD10        | 1          | 1         |              |            |       | 1         |
| Head Legal affairs and contracts sector            | AD8         | 01/04/10   |               |              |            |     |           | AD8         | 1          | 1         |              |            |       | 1         |
| Head of budget, financial resources and accounting | AD8         | 01/02/08   | 1             |              |            |     | 1         | AD8         | 1          | 1         |              |            |       | 1         |
| Hd ConOps S&D Sector                               | AD8         | 01/01/09   |               |              | 1          |     | 1         | AD8         | 1          |           |              | 1          |       | 1         |
| Hd Validation/Verification S&D Sector              | AD8         | 01/11/09   |               |              | 1          |     | 1         | AD8         | 1          |           |              | 1          |       | 1         |
| Hd Airborne & CNS Systems Sector                   | AD8         | 01/06/09   | 1             |              |            |     | 1         | AD8         | 1          | 1         |              |            |       | 1         |
| Hd Airport & Centre ATM Systems Sector             | AD8         | 01/10/10   |               |              |            |     |           | AD8         | 1          | 1         |              |            |       | 1         |
| Human resources Officer                            | AST7        | 01/02/08   | 1             |              |            |     | 1         | AST7        | 1          | 1         |              |            |       | 1         |
| Legal & contract Adviser                           | AD7         | 01/02/08   | 1             |              |            |     | 1         | AD7         | 1          | 1         |              |            |       | 1         |
| Finance and accounting Officer                     | AD7         | 15/09/08   | 1             |              |            |     | 1         | AD7         | 1          | 1         |              |            |       | 1         |
| Environment Officer                                | AD7         | 01/02/10   |               |              |            |     |           | AD7         | 1          | 1         |              |            |       | 1         |
| Project Controller/Auditor                         | AD7         | 01/07/10   |               |              |            |     |           | AD7         | 1          | 1         |              |            |       | 1         |
| Expert Validation / Verification S&D               | AD6         | 01/04/10   |               |              |            |     |           | AD6         | 1          | 1         |              |            |       | 1         |
| ConOps/Airspace User S&D                           | AD6         | 16/04/10   |               |              |            |     |           | AD6         | 1          | 1         |              |            |       | 1         |
| Avionics Systems Engineer                          | AD6         | 01/06/10   |               |              |            |     |           | AD6         | 1          | 1         |              |            |       | 1         |
| IT Systems Architect                               | AD6         | 01/09/09   | 1             |              |            |     | 1         | AD6         | 1          | 1         |              |            |       | 1         |
| Communication Associate                            | AD5         | 01/09/09   | 1             |              |            |     | 1         | AD5         | 1          | 1         |              |            |       | 1         |
| Economist                                          | AD5         | 01/10/09   | 1             |              |            |     | 1         | AD5         | 1          | 1         |              |            |       | 1         |
| Legal Officer                                      | AD5         | 01/03/09   |               | 1            |            |     | 1         | AD5         | 1          |           | 1            |            |       | 1         |
| Project Controller/Auditor                         | AD5         | 01/07/10   |               |              |            |     |           | AD5         | 1          | 1         |              |            |       | 1         |
| Principal Advisor Finance                          | AD5         | 01/07/09   |               |              | 1          |     | 1         | AD5         | 1          |           |              | 1          |       | 1         |
| Internal Auditor                                   | AD5         | 19/01/09   |               |              | 1          |     | 1         | AD5         | 1          |           |              | 1          |       | 1         |
| Project Manager                                    | AD5         | 16/08/09   |               | 1            |            |     | 1         | AD5         | 1          |           | 1            |            |       | 1         |
| Senior Programme Management & Quality Expert       | AD5         | 01/01/10   |               |              |            |     |           | AD5         | 1          |           |              | 1          |       | 1         |
| Programme Management & Quality Expert              | AD5         | 01/09/09   |               |              | 1          |     | 1         | AD5         | 1          |           |              | 1          |       | 1         |
| Programme Management Specialist                    | AD5         | 01/09/10   |               |              |            |     |           | AD5         | 1          | 1         |              |            |       | 1         |
| Accountant                                         | AST5        | 01/09/10   |               |              |            |     |           | AST5        | 1          | 1         |              |            |       | 1         |
| Executive Secretary                                | AST3        | 01/04/08   | 1             |              |            |     | 1         | AST3        | 1          | 1         |              |            |       | 1         |
| Administrative Assistant                           | AST3        | 01/09/09   |               | 1            |            |     | 1         | AST3        | 1          |           | 1            |            |       | 1         |
| Secretary - Programme Director                     | AST1        | 01/04/08   | 1             |              |            |     | 1         | AST1        | 1          | 1         |              |            |       | 1         |
| Secretary - Administration & Finance Director      | AST1        | 01/08/08   | 1             |              |            |     | 1         | AST1        | 1          | 1         |              |            |       | 1         |
| <b>TOTAL</b>                                       |             |            | <b>18</b>     | <b>3</b>     | <b>5</b>   |     | <b>26</b> |             | <b>39</b>  | <b>30</b> | <b>3</b>     | <b>6</b>   |       | <b>39</b> |

### **3. Turnover due to retirement or termination of employment**

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#### *a) Turnover in the agency because of retirement*

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No retirement of staff is expected.

#### *b) Turnover in the agency because of termination of employment*

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No termination of employment is expected.

### **4. Workload**

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As indicated in the introductory part of this document, the SESAR Programme is in its first stage of its lifecycle, where most of the projects are undergoing the initiation phase.

This phase is quite critical for the refinement of the activities to be carried out, in particular to take into account the interdependencies between the 16 Work Packages and their 310 Projects.

At the same time, the SJU can be considered a new born under the form of a full Union Body, considering that this status was recognized to the SJU only at the beginning of 2009 and entailed a substantial turnaround of its structure, procedures, processes, etc.

While the benefit of the change of status in terms of direct costs is already included in the budget for 2010 and following years, the additional costs which are expected in terms of overhead in order to ensure compliance with the new legal framework are not yet materialized and it is foreseen they will have an impact in the future years.

2010 will be the year where the refinement of the activities will be finalized and this will be combined with a possible reassessment of the resources needed to ensure the sound financial management of the organization and the timely efficient and cost-effective achievement of the SESAR Programme objectives.

### **5. Staff in the SJU for the next 3 years**

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#### *a) TAs and SNEs*

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Few changes of SJU's establishment plan as adopted for the revised financial year 2009 are needed in order to cover the additional functions as of the financial year 2010. After an appropriate evaluation, the position of Advisor for Institutional Affairs initially foreseen as being a temporary agent position was filled under the secondment of national expert scheme. Additionally, the SJU will use this scheme in the future in order to fill specific positions where the expertise can be found mainly in national administration. It is thus foreseen to recruit 2 additional SNEs in 2010 one as Advisor regulatory affairs and one as Audit/controller.

The Advisor regulatory affairs shall develop a specific national/international expertise in the regulatory field of ATM. The Audit/controller will bring his/her public administration background to the Project Audit/Controller team.

*b) Contract agents*

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During 2009, considering the risk that the SJU and the Programme would require substantial resources in the finalisation of the set up and the running of specific activities, the following CAs have been recruited. It is most likely that these positions will be maintained until 2013 and even after, depending on the evolution of the SJU, these positions might be open in the future as TA contracts.

**HR Legal Officer (CA – FG IV)**

Following the change of Statutes of the SJU, the SJU is subject to substantial transformation which impacts all its organization. With regard to the HR, legal advice regarding the implementation of the EC Staff Regulations and its implementing rules within the SJU is necessary and will remain a need for the future period.

**Legal Assistant (CA – FGIV)**

The Legal Assistant is part of the Legal affairs & contract Sector and provides assistance in carrying out tasks:

- in the field of EU procurement procedures;
- regarding contract management for studies and development activities;
- such as drafting SJU personal data protection procedures;
- or related to other legal commitments.

In addition, the Legal Assistant provides assistance in carrying out other legal tasks relevant to the activities of the SJU as instructed by the Head of the Legal affairs & contract Sector.

**Administrator - Air transport policy (CA – FG IV)**

Under the supervision of the Executive Director, the main tasks of the Air transport Policy/Administrative Officer is to ensure the Secretariat to the Administrative Board of the SJU, to provide expertise in the field of Air Safety policy and contribute to the assessment of the Members contributions. It is expected that the position will be moved under the responsibility of the Director Administration and Finance during 2010.

Such position is necessary in order to ensure the appropriate follow up of the decision making process on the administrative point of view within the SJU and within the Programme. This post has replaced the Administrative Assistant of FG III which was mentioned in the SPP 2010-2012.

| Directorate/Sectors        | Activity             | Function / Job title                 | Contract type and duration | Functions Group | # Staff |
|----------------------------|----------------------|--------------------------------------|----------------------------|-----------------|---------|
| Administration and Finance | Human Resources      | HR Legal Officer                     | CA fixed term & renewable  | FG IV           | 1       |
|                            | Legal                | Legal Assistant                      | CA fixed term & renewable  | FG IV           | 1       |
| Executive Office           | Air Transport Policy | Administrator – Air Transport Policy | CA fixed term & renewable  | FG IV           | 1       |

*c) Conclusion*

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No further consequences are expected in the near future.

However, it must be kept in mind that the needs and requirements of the SJU may be adapted once the SJU will become fully operational. Adaptations could be needed

regarding job profiles and – within the limits of the available budget – the categories and grades of the Establishment Plan.

## **6. Schooling**

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European Schools in Brussels should cover the SJU staff needs in this respect.

## **C. State of play of implementing rules adopted by the SJU consistent with its Staff Policy.**

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Following the amendment of the SJU Regulation and to ensure the implementation of Article 2 of Council Regulation (EC) 1361/2008, the SJU started developing the implementing rules related to the Staff Regulations. This means that by the end of 2010 these important implementing rules will have undergone the Article 110 procedure and will be formally adopted by the SJU.

In 2009, the following implementing rules were adopted by the SJU Administrative Board, after having been approved by the European Commission in accordance with to Article 110 procedure:

- Provisions implementing by analogy the implementing rules applicable in the European Commission concerning disciplinary proceedings, classification in grade and step, mission guide, part-time, job-sharing, unpaid-leave, outside activities and assignments and leave,
- Conduct of administrative inquiries and disciplinary procedures
- Middle Management Staff
- Engagement and use of temporary staff
- Engagement and use of contract staff

The following draft decisions will be sent to the Commission services for approval according to the Article 110 procedure during the first quarter of 2010:

- Setting up a Staff Committee
- Evaluation of the Executive Director
- Temporary Management Posts
- Policy on protecting the dignity of the person and preventing psychological and sexual harassment

The following draft decisions will be sent to the Commission services for approval according to the Article 110 procedure during the second and third quarter of 2010:

- Evaluation of temporary agents
- Evaluation of contract agents
- Reclassification of temporary agents

The following draft decisions will be sent to the Commission services for approval according to the Article 110 procedure after receiving specific guidelines from the Commission:

- Reclassification of contract agents
- Types of duties and corresponding groups of contract agents

In addition, the SJU developed and, in some cases is revising, the following procedures and policies:

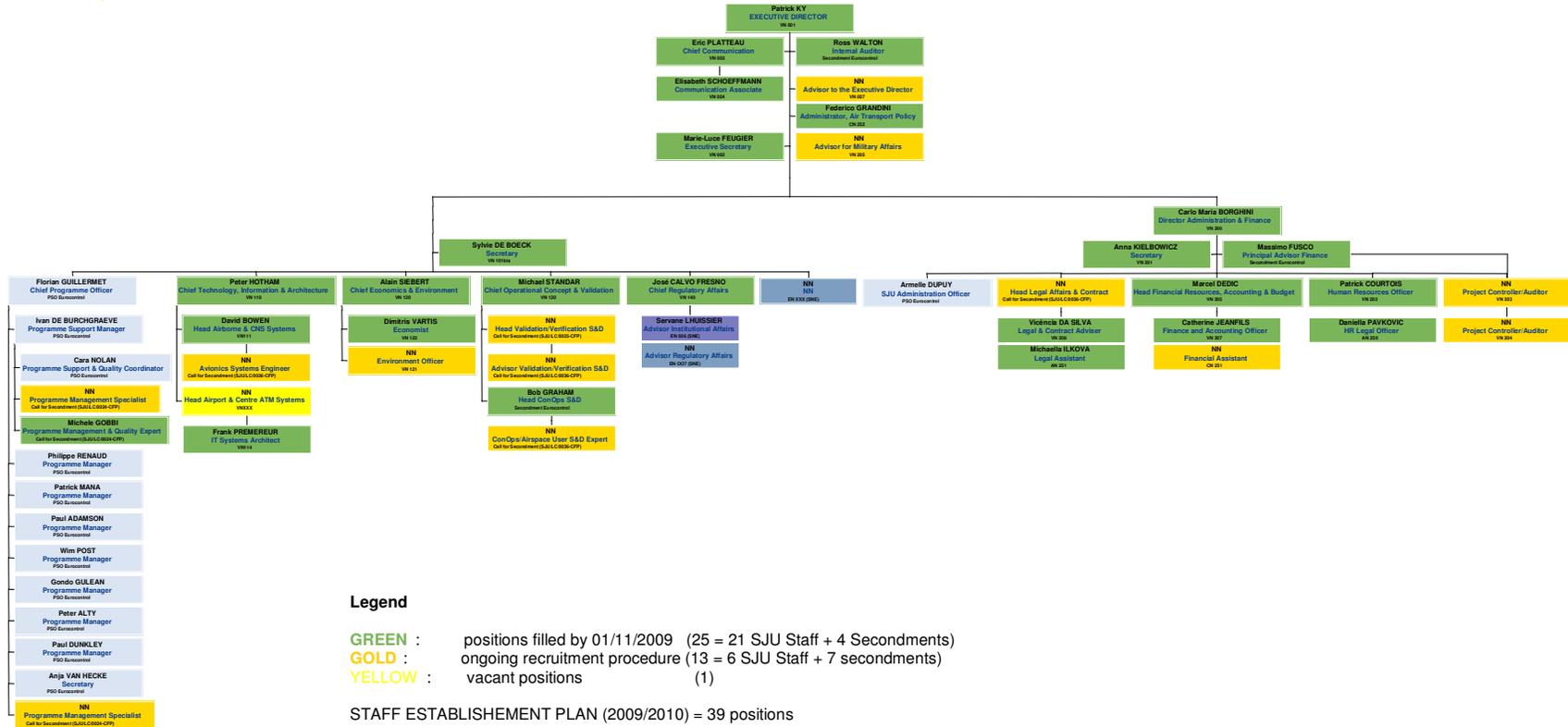
- Leave procedure,
- Training policy.



ANNEX 1 – SJU Organisational Chart as at 11/11/2009



**ORGANISATIONAL CHART**  
11th November 2009



**Legend**

- GREEN :** positions filled by 01/11/2009 (25 = 21 SJU Staff + 4 Secondments)
- GOLD :** ongoing recruitment procedure (13 = 6 SJU Staff + 7 secondments)
- YELLOW :** vacant positions (1)

STAFF ESTABLISHMENT PLAN (2009/2010) = 39 positions

- LIGHT BLUE :** staff in post PSO Eurocontrol (12)
- BLUE :** SNE (1 expert seconded + 2 vacant positions)



| Grade            | Year 2010                            |           |           | Year 2011                                          |          |          |                             |          |          |                          |           |           |                      |           |           |
|------------------|--------------------------------------|-----------|-----------|----------------------------------------------------|----------|----------|-----------------------------|----------|----------|--------------------------|-----------|-----------|----------------------|-----------|-----------|
|                  | Establishment Plan                   |           |           | Staff evolution                                    |          |          |                             |          |          | Organisational evolution |           |           | Establishment Plan   |           |           |
|                  | Requested (Provisional Draft Budget) |           |           | Promotion / Career advancement in global figures * |          |          | Turn-over in global figures |          |          | New posts (per grade)    |           |           | Provisional planning |           |           |
|                  | Perm                                 | Temp      | Total     | Officials                                          | TA - LT  | TA - ST  | Officials                   | TA - LT  | TA - ST  | Perm                     | Temp - LT | Temp - ST | Perm                 | Temp      | Total     |
| AD16             |                                      |           | 0         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 0         | 0         |
| AD15             |                                      |           | 0         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 0         | 0         |
| AD14             |                                      | 1         | 1         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 1         | 1         |
| AD13             |                                      |           | 0         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 0         | 0         |
| AD12             |                                      | 4         | 4         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 4         | 4         |
| AD11             |                                      | 1         | 1         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 1         | 1         |
| AD10             |                                      | 3         | 3         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 3         | 3         |
| AD9              |                                      |           | 0         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 0         | 0         |
| AD8              |                                      | 6         | 6         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 6         | 6         |
| AD7              |                                      | 4         | 4         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 4         | 4         |
| AD6              |                                      | 4         | 4         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 4         | 4         |
| AD5              |                                      | 10        | 10        |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 10        | 10        |
| <b>Total AD</b>  | <b>0</b>                             | <b>33</b> | <b>33</b> | <b>0</b>                                           | <b>0</b> | <b>0</b> | <b>0</b>                    | <b>0</b> | <b>0</b> | <b>0</b>                 | <b>0</b>  | <b>0</b>  | <b>0</b>             | <b>33</b> | <b>33</b> |
| AST11            |                                      |           | 0         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 0         | 0         |
| AST10            |                                      |           | 0         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 0         | 0         |
| AST9             |                                      |           | 0         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 0         | 0         |
| AST8             |                                      |           | 0         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 0         | 0         |
| AST7             |                                      | 1         | 1         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 1         | 1         |
| AST6             |                                      |           | 0         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 0         | 0         |
| AST5             |                                      | 1         | 1         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 1         | 1         |
| AST4             |                                      |           | 0         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 0         | 0         |
| AST3             |                                      | 2         | 2         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 2         | 2         |
| AST2             |                                      |           | 0         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 0         | 0         |
| AST1             |                                      | 2         | 2         |                                                    |          |          |                             |          |          |                          |           |           | 0                    | 2         | 2         |
| <b>Total AST</b> | <b>0</b>                             | <b>6</b>  | <b>6</b>  | <b>0</b>                                           | <b>0</b> | <b>0</b> | <b>0</b>                    | <b>0</b> | <b>0</b> | <b>0</b>                 | <b>0</b>  | <b>0</b>  | <b>0</b>             | <b>6</b>  | <b>6</b>  |
| <b>Total</b>     | <b>0</b>                             | <b>39</b> | <b>39</b> | <b>0</b>                                           | <b>0</b> | <b>0</b> | <b>0</b>                    | <b>0</b> | <b>0</b> | <b>0</b>                 | <b>0</b>  | <b>0</b>  | <b>0</b>             | <b>39</b> | <b>39</b> |

\* to be determined in a near future

| Grade                            | Year 2011            |           |           | Year 2012                                        |          |          |                            |          |          |                          |           |           |                      |           |           |
|----------------------------------|----------------------|-----------|-----------|--------------------------------------------------|----------|----------|----------------------------|----------|----------|--------------------------|-----------|-----------|----------------------|-----------|-----------|
|                                  | Establishment Plan   |           |           | Staff evolution                                  |          |          |                            |          |          | Organisational evolution |           |           | Establishment Plan   |           |           |
|                                  | Provisional planning |           |           | Promotion / Career advancement (global figures)* |          |          | Turn-over (global figures) |          |          | New posts (per grade)    |           |           | Provisional planning |           |           |
|                                  | Perm                 | Temp      | Total     | Officials                                        | TA - LT  | TA - ST  | Officials                  | TA - LT  | TA - ST  | Perm                     | Temp - LT | Temp - ST | Perm                 | Temp      | Total     |
| AD16                             |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AD15                             |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AD14                             |                      | 1         | 1         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 1         | 1         |
| AD13                             |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AD12                             |                      | 4         | 4         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 4         | 4         |
| AD11                             |                      | 1         | 1         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 1         | 1         |
| AD10                             |                      | 3         | 3         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 3         | 3         |
| AD9                              |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AD8                              |                      | 6         | 6         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 6         | 6         |
| AD7                              |                      | 4         | 4         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 4         | 4         |
| AD6                              |                      | 4         | 4         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 4         | 4         |
| AD5                              |                      | 10        | 10        |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 10        | 10        |
| <b>Total AD</b>                  | <b>0</b>             | <b>33</b> | <b>33</b> | <b>0</b>                                         | <b>0</b> | <b>0</b> | <b>0</b>                   | <b>0</b> | <b>0</b> | <b>0</b>                 | <b>0</b>  | <b>0</b>  | <b>0</b>             | <b>33</b> | <b>33</b> |
| AST11                            |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AST10                            |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AST9                             |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AST8                             |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AST7                             |                      | 1         | 1         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 1         | 1         |
| AST6                             |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AST5                             |                      | 1         | 1         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 1         | 1         |
| AST4                             |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AST3                             |                      | 2         | 2         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 2         | 2         |
| AST2                             |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AST1                             |                      | 2         | 2         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 2         | 2         |
| <b>Total AST</b>                 | <b>0</b>             | <b>6</b>  | <b>6</b>  | <b>0</b>                                         | <b>0</b> | <b>0</b> | <b>0</b>                   | <b>0</b> | <b>0</b> | <b>0</b>                 | <b>0</b>  | <b>0</b>  | <b>0</b>             | <b>6</b>  | <b>6</b>  |
| <b>Total</b>                     | <b>0</b>             | <b>39</b> | <b>39</b> | <b>0</b>                                         | <b>0</b> | <b>0</b> | <b>0</b>                   | <b>0</b> | <b>0</b> | <b>0</b>                 | <b>0</b>  | <b>0</b>  | <b>0</b>             | <b>39</b> | <b>39</b> |
| * to be determined in the future |                      |           |           |                                                  |          |          |                            |          |          |                          |           |           |                      |           |           |

| Grade                        | Year 2012            |           |           | Year 2013                                        |          |          |                            |          |          |                          |           |           |                      |           |           |
|------------------------------|----------------------|-----------|-----------|--------------------------------------------------|----------|----------|----------------------------|----------|----------|--------------------------|-----------|-----------|----------------------|-----------|-----------|
|                              | Establishment Plan   |           |           | Staff evolution                                  |          |          |                            |          |          | Organisational evolution |           |           | Establishment Plan   |           |           |
|                              | Provisional planning |           |           | Promotion / Career advancement (global figures)* |          |          | Turn-over (global figures) |          |          | New posts (per grade)    |           |           | Provisional planning |           |           |
|                              | Perm                 | Temp      | Total     | Officials                                        | TA - LT  | TA - ST  | Officials                  | TA - LT  | TA - ST  | Perm                     | Temp - LT | Temp - ST | Perm                 | Temp      | Total     |
| AD16                         |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AD15                         |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AD14                         |                      | 1         | 1         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 1         | 1         |
| AD13                         |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AD12                         |                      | 4         | 4         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 4         | 4         |
| AD11                         |                      | 1         | 1         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 1         | 1         |
| AD10                         |                      | 3         | 3         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 3         | 3         |
| AD9                          |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AD8                          |                      | 6         | 6         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 6         | 6         |
| AD7                          |                      | 4         | 4         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 4         | 4         |
| AD6                          |                      | 4         | 4         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 4         | 4         |
| AD5                          |                      | 10        | 10        |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 10        | 10        |
| <b>Total AD</b>              | <b>0</b>             | <b>33</b> | <b>33</b> | <b>0</b>                                         | <b>0</b> | <b>0</b> | <b>0</b>                   | <b>0</b> | <b>0</b> | <b>0</b>                 | <b>0</b>  | <b>0</b>  | <b>0</b>             | <b>33</b> | <b>33</b> |
| AST11                        |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AST10                        |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AST9                         |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AST8                         |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AST7                         |                      | 1         | 1         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 1         | 1         |
| AST6                         |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AST5                         |                      | 1         | 1         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 1         | 1         |
| AST4                         |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AST3                         |                      | 2         | 2         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 2         | 2         |
| AST2                         |                      |           | 0         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 0         | 0         |
| AST1                         |                      | 2         | 2         |                                                  |          |          |                            |          |          |                          |           |           | 0                    | 2         | 2         |
| <b>Total AST</b>             | <b>0</b>             | <b>6</b>  | <b>6</b>  | <b>0</b>                                         | <b>0</b> | <b>0</b> | <b>0</b>                   | <b>0</b> | <b>0</b> | <b>0</b>                 | <b>0</b>  | <b>0</b>  | <b>0</b>             | <b>6</b>  | <b>6</b>  |
| <b>Total</b>                 | <b>0</b>             | <b>39</b> | <b>39</b> | <b>0</b>                                         | <b>0</b> | <b>0</b> | <b>0</b>                   | <b>0</b> | <b>0</b> | <b>0</b>                 | <b>0</b>  | <b>0</b>  | <b>0</b>             | <b>39</b> | <b>39</b> |
| * to be determined in future |                      |           |           |                                                  |          |          |                            |          |          |                          |           |           |                      |           |           |