Annex

ERA Management Standards

Strategic		
1. Mission and values	The Agency has established and keeps up-to-date a clearly defined and concise ERA Policy including its raison d'être, developed from the perspective of Agency's stakeholders, coherent with ERA Regulation in force and providing a framework for establishing and reviewing its objectives.	
2. Leadership and commitment	ERA managers demonstrate their leadership and commitment to the Integrated Management System when leading and managing the Agency. They ensure clear and appropriate assignment of responsibilities and delegation of powers when needed.	
3. Ethical and organizational values	The Agency promotes and favours the implementation of organisational and ethical values. Management and staff are aware of and share appropriate ethical and organisational values and uphold these through their own behaviour and decision-making.	
4. Objectives, strategic planning and reporting	The Agency establishes its Integrated Management System and its Work Programme considering its priorities, based on the relevant external and internal environment. The Annual Activity Report compiles the accurate information about the results of the year. The Agency's objectives are clearly defined and updated when necessary. These are formulated in a way that makes it possible to monitor their achievement. Key performance indicators (KPIs) are established to help management evaluate and report on progress made in relation to their objectives.	
5. Risk management	The Agency undertakes a regular and effective risk management process. Mitigating actions are proportionate to potential effects.	
6. Business continuity	Adequate measures are in place to ensure continuity of service in case of "business-as-usual" interruption.	

		Business Continuity Plans (BCP) are in place to ensure that the Agency is able to continue operating to the extent possible whatever the nature of a major disruption.
7.	*Management supervision*	Management supervision is performed to ensure that the implementation of activities is running efficiently and effectively while complying with applicable provisions.
8.	*Stakeholder relation management*	The Agency identifies its internal and external stakeholders and provides products and services with the aim of enhancing stakeholder satisfaction.
		Internal communication enables management and staff to fulfil their responsibilities effectively and efficiently. The Agency has an external communication strategy to ensure that its external communication is effective, coherent and in line with the ERA Policy.
Core		
9.	*Process management*	The Agency's processes used for the planning, implementation, control, change management and improvement of its activities are effective and efficient, adequately documented and compliant with the applicable provisions. These processes include arrangements to ensure segregation of duties and to track and manage adequately any nonconformity.
Support		
10.	*Human resources management*	The Agency plans, recruits, organises and manages the human resources based on its objectives, priorities and risks, including sensitive functions.
		Staff performance shall be evaluated against individual objectives, tasks, aspects of competence and conduct. Adequate measures shall be taken to strengthen and develop knowledge and skills necessary to achieve the objectives, perform the tasks and comply with expected standards of competences and conduct.
11.	*Infrastructure management*	The Agency determines, provides and maintains the infrastructure (ICT and facilities) necessary for the operation of its processes to achieve conformity of products and services.
		Adequate IT governance structures are in place. IT systems used and/or managed by the Agency are adequately protected against threats to their confidentiality and integrity.

12. Accounting, finance and procurement management	Adequate procedures and controls are in place to ensure that accounting data and related information used for preparing the organisation's annual accounts and financial reports are accurate, complete and timely.
	Adequate procedures and controls are in place to ensure that the tender specifications are complete and the purchased products and subcontracted services meet them.
13. Data and information management	Appropriate processes and procedures are in place to ensure that the Agency's document management is secure, efficient (in particular as regards retrieving appropriate information) and complies with applicable legislation.

Measurement and improvement

14. Evaluation of activities	The Agency carries out ex-ante and ex-post evaluations of its operational activities to check the impact of the Agency's outputs and outcomes and the degree of compliance with the established objectives.
15. Audits	External and internal audits are carried out with the aim to give independent and objective assurance to add value and improve the operations of the Agency. The internal audit function is provided by the Internal Audit Service (IAS) of the European Commision.
16. Integrated management system assessment and improvement	The Agency assesses the effectiviness of its Integrated Management System at least once a year and takes the appropriate actions and decisions.