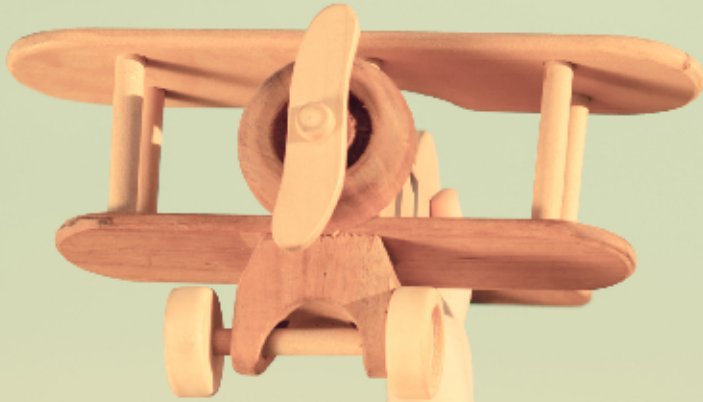


ANNUAL REPORT

2014



ECA

Piloting Safety

MESSAGE FROM NICO VOORBACH, ECA PRESIDENT



A YEAR IN REVIEW!

Another year has passed. Again it was a year where we as ECA were involved in many areas in the European arena to make sure aviation stays safe, sustainable and fair. In this annual report you can read about some areas where we were active. First of all we have established a Task Force of pilot experts that will look in competition practises in and to Europe from airlines. We see more and more that the competition shifts from competing on product, fares and services to competing on labour. Emerging business models explore their labour forces, including pilots. We see that some European airlines hire their crew on zero hour contracts, base them on virtual bases outside Europe or even hire crews from outside Europe. Airlines from outside the European region compete in Europe while receiving financial support from their Governments, a practise that is not allowed in Europe. These practises undermine the European aviation business and threaten jobs and conditions of European pilots. We have held several meetings with the European Commission and Members of the European Parliament on this issue. Also we work close together with our sister organisation in the USA, ALPA-I, who face the same problems.

On the technical side we keep being involved in the work from EASA and Eurocontrol. Within EASA we promote our expertise on for example: Multi-crew Pilot License (MPL), Crew Resource Management (CRM), Cockpit Voice Recorders (CVR) and the Single European Sky project (SES2+). Also we have given our inputs to the revision of the EASA Basic Regulation. On a positive note we have to say that our inputs to the new Occurrence Reporting Regulation resulted in a end product that ensures all safety occurrences in aviation will keep on helping to increase safety in European aviation safety.

I am very happy that we could include two Associate Members to ECA. Moroccan ALPA and Israel ALPA were welcomed into ECA during our June 2014 Conference. Although we have been working closely together for many years with those two Association we felt we needed closer relationships and they were welcomed to our ECA family with a standing ovation during our Conference. On the communication side we have produced several publications to underline our positions and expertise on several subject. This year we have published: "ECA Pilot Training Compass: Back to the Future"; "Civil Aviation Legislation & Oversight: Can it guarantee safety?"; "ECA Flight Plan to Safety" and "Pilots' vision on weather". Soon these publications will be followed by our vision on aviation security; Single European Sky and Fair Competition.

Also we have become active on Twitter and Facebook were we are getting more and more folowers. I would like to thank all our volunteer experts without who we could never do the job we are doing now. Next to their work as Professional Pilots they spent their spare time to make sure aviation in Europe stays as safe as it is now or even gets safer. With the support of our staff they make the difference. Together we are and always will be: "piloting safety".



Nico Voorbach
ECA President

From time to time, it is essential that we re-examine our core values and visions for the future. This is why ECA's team recently revised the organisation's mission & vision statements. These new statements reflect more clearly where we are, where we want to be and how we will accomplish our goals. Keeping in mind that aviation safety and a global fair and social aviation market are at the centre of everything we do!

VISION

Our visions encompass a safety, professional and organisational perspective.

Revising ECA's Vision & Mission

Our mission is to represent the collective interests of professional pilots at European level, striving for the highest levels of aviation safety and fostering social rights and quality employment.



SAFETY VISION

- ▶ Europe's aviation is the safest and most secure aviation system in the world;
- ▶ European safety legislation is based on strong prescriptive rules, supplemented by performance based elements; overseen by genuinely effective National Supervisory Authorities and EASA, with genuine accountability at the appropriate level.
- ▶ Pilots are trained to the highest standards of airmanship based on real flying experience, and with a thorough understanding of automation use and its limitations.
- ▶ All pilots work within a Just Culture environment where they are encouraged to engage in open reporting, exercise independent professional judgement, and exercise commander's authority without fear of sanction or negative repercussion.
- ▶ The European aviation security environment recognises professional pilots as a valuable part of a risk based and differentiated chain that does not impede their professional role; one that is fully supported by EU wide intelligence sharing and high quality risk assessment available to all.



ECA PROFESSIONAL VISION



ECA represents over 38.000 pilots from across Europe. This entails a huge responsibility towards the pilots as a professional group.

- ▶ Every professional Pilot operating in Europe is represented by ECA MAs, is covered by the best possible Collective Labour Agreement, and is subject to EU laws and EEA countries' social laws, in a global fair and social aviation market.
- ▶ Europe's legislation leaves no place for companies engaging in social dumping based on 'atypical' forms of employment forum-shopping /flags of convenience that distort fair competition within Europe.
- ▶ The companies' freedoms to operate across national borders are matched by corresponding workers' rights to organise, bargain and enforce labour agreements transnationally.

ECA ORGANISATIONAL VISION

- ▶ ECA & its MAs, representing the pilot profession, lead developments in all areas of the aviation industry, particularly in the safety, political and professional arenas
- ▶ All European pilots are represented by ECA & its MAs, regardless of geographical location, the size of their company, or the type of operations and recognise the relevance of this representation for their future
- ▶ ECA & its MAs are flexible and will continuously evolve, to stay ahead of the developments in the industry and the EU
- ▶ ECA and its MAs are united, using their respective strengths, personnel and resources at the appropriate level to be most effective
- ▶ In a globalised aviation market, safety and good working conditions are protected through the joint work of IFALPA, ECA and MAs.





Two new ECA Associate Members joined ECA in 2014: ISRALPA & Moroccan ALPA!

Both ISRALPA and Moroccan ALPA have long contributed to ECA's work as observers and by joining ECA they are making an important step towards the European pilot community. The two new Associate Members will strengthen the ECA Working Groups with experience and high quality experts. ISRALPA and Moroccan ALPA represent a clear asset for ECA in the framework of EU's strategy to create an open aviation market with its neighbouring countries!



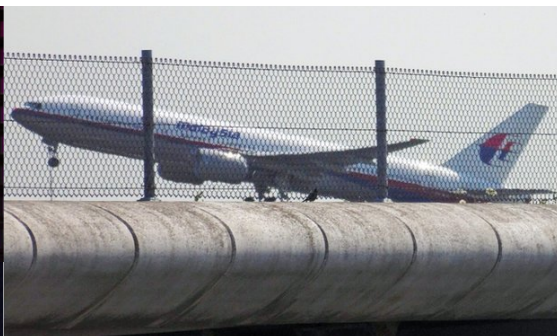
Changing political landscape

2014 was an election year across Europe. ECA took this as an opportunity to reach out to pilots and encourage voting & electing the new European Parliament. Our initiative “7 pilots on Election Day” reflected the views of pilots across Europe why voting matters. At the same time, pilot associations across the EU reached out to their Members of the European Parliament candidates raising awareness about pressing issues of EU aviation. The campaign will conclude with a networking event at the EU Parliament in January 2015!

ECA IN THE MEDIA



1730	Helsinki	NK 491	3	Check-in 2
1740	New York	NK 070	5	Check-in 3
1740	Rosario	LX 9370	5	Check-in 3
1740	Mauritius	LX 9070	5	Check-in 3
1750	Paris CDG	AF 1615	1	
1800	Barcelona	IB 6248	7	
1800	Barcelona	IB 6274	7	
1820	Istanbul	TK 1310	2	Late Arrival
1820	London LCY	BA 788	3	
1820	London LCY	BA 5100	3	



FAIR COMPETITION?



A "LEVEL PLAYING FIELD" IN AVIATION?

THE NORWEGIAN CASE

In 2014, the term “unfair competition” made its way into our daily vocabulary. As we are witnessing a growing number of airlines seeking unfair competitive advantages, we dedicated significant resources to raise awareness about this problem. This is why we made key steps to level the playing field! First, we set up a new Task Force with the aim to identify the different market distorting practices and possible solutions. The Task Force worked intensively to address the issue and based on their input, an ECA position paper on Fair Competition will soon be serving as a reference point and a source of information for decision makers and aviation stakeholders. Second, throughout the year we worked on improving awareness about the harmful effects of unfair competition on aircrew employment. A number of letters were addressed to the European Commission and EU Parliament. Last but not least, we actively worked with the ALPA International to halt one of the most permissive business “models” – the Norwegian Air International – exploiting the loopholes of legislation and undermining labour standards across the world.

FAIR COMPETITION?



A "LEVEL PLAYING FIELD" IN AVIATION?

THE NORWEGIAN CASE

In the past year ECA actively highlighted a number of concerns about the rather unique 'business' and employment model set up by Norwegian Air Shuttle for its subsidiary Norwegian Air International (NAI), for which the Irish authorities granted a permanent AOC and operating license. The company has also applied for a Foreign Air Carrier permit in the US in order to expand its operations overseas. So far the application is pending.

ECA followed up this application closely and made several submissions to the US Department of Transportation, pointing out significant inaccuracies in Norwegian's application and crucial data about its operating scheme. Through detailed comments and statements ECA is facilitating the US DOT to make a well-informed interim decision.

In addition, ECA has held a series of high-level meetings with EU and US officials, calling for rejection of the flawed "business" model of Norwegian. Finally, ECA advocated strongly towards EU Member States to oppose to 'business' models which undermine decent employment and undercut competition in the market, a model such as Norwegian's.

FAIR COMPETITION?

SOCIAL DUMPING

FLAGS OF
CONVENIENCE

POSTED WORKERS

A hearing in the European Parliament – co-organised and facilitated by ECA's Member Association Vereinigung Cockpit (VC) – helped move the debate on social dumping in the aviation industry on EU level. On 11 February, MEPs discussed together with aviation stakeholders the various employment models in aviation, including bogus self-employment. VC and ECA were at the forefront unravelling the difficulties flight crews face to secure decent employment with clear employment terms and conditions.

Read more: [Social dumping: a catchword of the day](#)



FAIR COMPETITION?

SOCIAL DUMPING

FLAGS OF
CONVENIENCE

POSTED WORKERS



In 2014 ECA put the spotlight on the issue of “Flags of convenience” in the aviation industry. ECA was the driver behind a joint declaration from the Aircrew Committee of the EU Social Dialogue Committee for Civil Aviation against Flags of Convenience. The declaration warned against the phenomenon that once decimated European maritime industry and is currently on the rise in aviation. At a press conference in Brussels in July 2014, social partners emphasized the threat of airlines using “flags of convenience” to undercut fair competition in the sector, avoid regulations and scour the globe to exploit labor without European social rights and standards.

FAIR COMPETITION?

SOCIAL DUMPING

FLAGS OF
CONVENIENCE

POSTED WORKERS



ECA strongly advocated for an improved directive on the posting of workers, one which increases monitoring powers of the country of destination, fights against letterbox companies and bogus self-employment and clarifies what constitutes abuses of posting. The results of our continuous efforts came in 2014 when – after two years of negotiations – Parliament and EU Council agreed on a directive, which strikes a good balance between freedom to provide services and protection of workers’ rights. In particular, the directive provides legal clarity and a number of improvements such as:

- ▶ The preamble of the directive recognises the competence of the country of destination in determining, according to its own right whether a worker is an employee or self-employed. This was one of the main demands of ECA and is a positive development even if it is not in the binding part of the Directive.
- ▶ The improved monitoring and coordination of the national authorities was also a key demand of ECA that has been taken on board. There are also criteria to differentiate real/fake posting through specific criteria to determine the origin state of both posted workers and posting undertakings, although not as precise as ECA had wished.
- ▶ ECA pleaded for a bigger role of trade unions and professional organisations in the defence of posted workers’ rights and in the fight against abuses. This request was only partially addressed by allowing trade union and social partners to lodge complaints but only on behalf of a posted worker.

ECA played a key role in shaping the new Occurrence Reporting Regulation, adopted in March 2014. Ever since the initial consultations and drafting of this legislative proposal, ECA has been a vocal actor providing input and operational expertise to develop this regulation through bilateral meetings with Members of the EU Parliament, position papers, press releases and intense contacts with the European Commission. Ensuring protection of the data as well as the source of information had been the core objective of ECA throughout this intensive advocacy campaign. The fear of prosecution and reprisals at company level after reporting an occurrence is still very much present nowadays among front end users. ECA advocated that this could discourage aviation staff to report occurrences, resulting in a lack of sufficient data.

Highlights of the new regulation include:

- ▶ Clear independence and separation of the departments handling the safety data;



- ▶ Broader protection – reporter and all people mentioned in the occurrence reports, incl. contractors;
- ▶ An 'appeal body' at national level which operational staff could address to in case of infringement of Just Culture-related rights; Internal rules to implement Just Culture principles to be developed and issued at company organisation

[Paul Reuter on Just Culture in real world](#)

ECA conducts thorough assessment of the new Multi-Crew Pilot License

7 years ago ICAO introduced the Multi-Crew Pilot License as an alternative ab-initio airline pilot training program with a multi-crew focus. In the context of the 7th anniversary of the MPL introduction, ECA carried out a thorough assessment of the concept and its practical implementation.

In a widely-read Position Paper, ECA produced an extensive look at the MPL status today: many deficiencies of the concept, potential safety implications and risky implementation by the industry. The ECA Position has been echoed by leading aviation journals and news outlets.

ECA will continue to warn about these aspects of the Multi-Crew Pilot License and advocate for remedying the deficiencies. Our efforts will continue to be focused on a careful and gradual implementation.

Read more in our Position paper <https://www.eurocockpit.be/stories/20131219/eca-position-paper-on-multi-crew-pilot-license>

New, revised rules on Crew Resource Management in the pipeline

ECA experts continued to take part in the EASA rulemaking group on Crew Resource Management (CRM) to ensure that the pilot perspective is reflected. The proposed changes to the current CRM training rules foresaw no participation of flight crews in the methodology elaboration, made CRM checking test relevant during a line check and introduced subjective elements. Through a co-ordinated and strong action ECA voiced the concerns of the pilot community with letters to EASA and national (aviation) authorities. Together with its Member Associations, ECA submitted comments through the official commenting tool of EASA. To raise awareness about its position ECA also prepared a position paper as advocacy tool for its Member Associations. ECA will continue to advocate high standards & stringent rules!

ECA influences the rule drafting process of the cruise relief pilots' concept

Throughout 2014 ECA kept pressing for tighter rules on Cruise Relief concept. With a letter to the EASA Director and active participation in the work of the EASA rulemaking task, ECA emphasized the importance of "better and more" initial and recurrent training. As a result, ECA experts played a key role advocating for tightening up of the CRCP (cruise relief co-pilot) rules, which will be prepared by EASA in 2015

EASA Basic Regulation Revision

In 2014 ECA prevented that foreign pilots can fly EU aircraft without having to comply with EU licensing rules, which would have been an unintended consequence of a Revision of EASA's Basic Regulation.

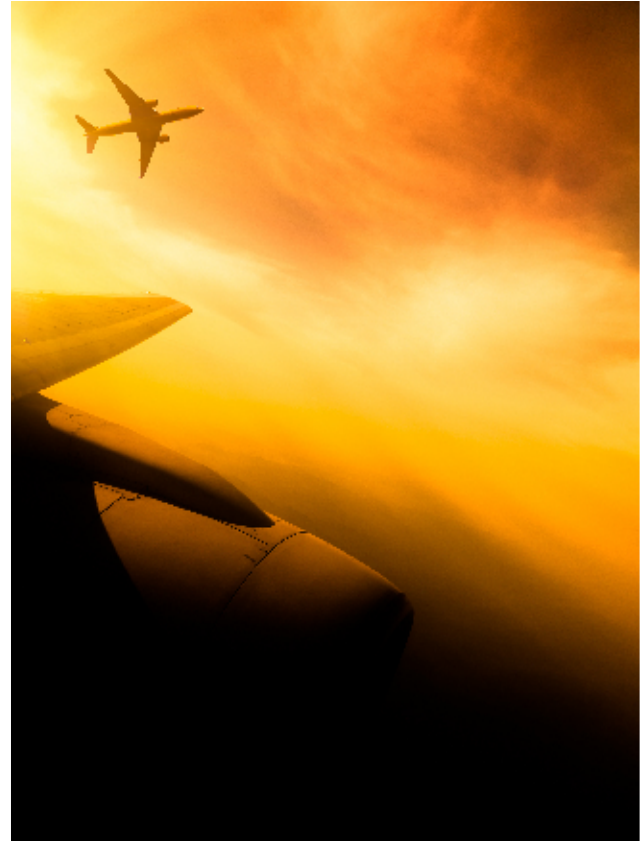
A thorough ECA analysis of the proposed text identified a risk that the future EASA Basic Regulation would allow foreign pilots to fly an EU Member State registered aircraft – and this without having to comply with the EU license requirements of the Regulation on Flight Crew Licencing (Part-FCL), which their European colleagues have to comply with. ECA alerted the EU Commission, EASA, Member States and in particular the European Parliament urging them to oppose this change. As a key stakeholder, ECA remained in close contact with key MEPs.

ECA also advocated that EASA's safety role remains a central part of its mission, supported an extension from 1 to 3 months of the period for EASA to assess & approve future deviation request from FTL rules. As a result, in March 2014 the EP Transport Committee adopted a report that includes almost all of ECA's recommendations

Throughout 2014 ECA also continued its efforts advocating for a common crew card and risk based security measures in Europe.

To pull together ECA's policy proposals, its Security experts prepared a thorough position paper on Security, to be published in late 2014. It provides analysis and policy prescriptions for implementing risk based security in aviation.

The paper provides an extensive look at the current challenges related to e.g. airport security, pilot and passenger differentiation, cockpit security, hijack and bomb threats response, unruly passengers, etc.





Traditionally, ECA is closely involved in facilitating trans-national representation of pilots and helping pilots in their collective bargaining efforts. This role has developed through the years, on a par with ECA's growing expertise.

In 2014, ECA continued its engagement in the EasyJet Pilot Group and took a leading role in helping Norwegian pilots from different countries to organise themselves. ECA is actively supporting and acting as a facilitator to this alliance uniting Norwegian pilots. An official "**Norwegian Pilot Group**" (NPG) protocol will be soon signed by all relevant parties, including several ECA Member Associations. The group will start awareness-raising activities among the Norwegian Air Shuttle pilots and begin to act as interlocutor with the company management. ECA will continue its efforts to engage with pilots, providing advice and tools for achieving their objectives.

At the same time, ECA and **WestAir** pilots have engaged in a number of informal meetings, seeking ways to improve the cross-border representation of this pilot group. WestAir, a transnational cargo airline, originally based in Sweden, employs hundreds of pilots in Luxembourg, the United Kingdom, France and Denmark. ECA and its Member Associations have initiated a cooperation project aimed at enhancing the mutual understanding, facilitating the exchange of information and evaluating the working conditions for pilots in those different national branches of WestAir.

The **Ryanair Pilot Group** (RPG), already a well-established entity in the pilot community, has continued to develop itself with support of ECA Member Associations. In 2014 the RPG granted a mandate for a combined group of Interim Council members and new Ryanair pilot members, to serve as a new RPG Council for 2014/15.



FLIGHT TIME LIMITATIONS

FIGHTING FATIGUE REMAINS A PRIORITY



One year since the adoption of the Flight Time Limitation (FTL) rules, the issue of fatigue and its prevention has not lost momentum. In the past year ECA shifted its focus towards ensuring a uniform, safety-oriented interpretation and implementation of the new rules. The proposed use of Fatigue Risk Management Schemes by operators and the involvement of crews remains a key objective for the pilot community.

This is why ECA has taken great care to assess the new EASA rules for ambiguity and possibly diverging interpretations. Before the publication of the new Reg. 83/2014 (end of Jan. 2014) a thorough analysis of the new rules and a careful examination for translation errors has been carried out by ECA experts. The result of this analysis has served as input to EASA's upcoming web-based Q&A on how to interpret the FTL rules.

At the same time, ECA continuously worked towards spelling out the conditions for a successful introduction of sound Fatigue Risk Management (FRM), which includes pilot representatives and which is based on a Just Culture reporting environment. Particular attention has been given to prevent that FRM becomes an unsafe "paper exercise", badly overseen by national authorities. In the face of ever-tightening financial reasons, FRM risks to become simply a tool for airlines to obtain more flexibility. And with less than a year before the FTL rules are implemented across Europe, ECA has invested significant resources in facilitating this introduction among the pilot community.

An online FTL calculator – accessible also offline on mobile devices – will help pilots calculate their duty periods under the new FTL rules. The calculator will be available in early 2015.

One of the ongoing flagship projects of ECA, throughout 2014 has been the study on "Atypical forms of aircrew employment".

Today, a growing number of pilots are employed on precarious temporary contracts, working on zero-hour contracts or have even set up a limited company to provide "services" – as self-employed – to an airline. To obtain reliable data and insight about these atypical working relations and the way they affect aviation today, ECA and the Sectoral Social Dialogue partners have initiated an EU-wide study on aircrew employment. Funded by the European Commission (DG Employment), the study will examine the situation as experienced by aviation employees under these conditions and the effect of any atypical working relations. An independent team of researchers from the University of Ghent has been commissioned to carry out the study.

ECA has been instrumental in conceptualising and promoting the study. As a first step researchers have run an online questionnaire for pilots across Europe. The questionnaire has been actively promoted among European pilots and more than 6.000 responses have been submitted. In February 2015 researchers and aviation stakeholders will get together at a conference to discuss the study findings, analyse the outcome and identify next steps.



PILOTS' VISION ON WEATHER

Fact: 43% of accidents occurred during operations in adverse weather (source: IATA)

The meteorological information available to pilots before and during their flight has not dramatically changed over the last few decades and is often poor compared to the technological developments and requirements of the information society. This is why ECA experts put together a number of recommendations for improving the relay of weather data to pilots: The Pilots' Vision on Weather.

The Pilots' Vision on Weather, published in February 2014, includes recommendations for ensuring ATC/ATM work with relevant MET across borders, in a coordinated way; pilots have instant access to relevant up to date information; and halving the time between Terminal Aerodrome Forecast from 6 to 3 hours. In addition, ECA calls for the creation of an easily accessible, user-friendly MET portal for pilots.

ECA's Vision was well-received by stakeholders and became the main "ingredient" of IFALPA Working Paper to ICAO MET Division Meeting held on 7-18 July. The recommendations developed by the Meteorology Divisional Meeting set global objectives and implementation timelines, and directed the course of work for enhancing the provision of meteorological service to international air navigation for the next decade.



The Pilots' Vision on Weather was presented at a number of external events, including at the Meteorological Technology World Expo (13-15 Oct) and the Extreme Weather Congress in Germany.

EXTENSION OF CVR RECORDING TIME

In the face of a proposed 10-fold increase of Cockpit Voice Recording time in Europe, ECA has taken swift action to advocate for protection of critical safety information, limited access to CVR recording and protection of the right to privacy.

An EASA proposal for the extension of CVR recording time to 15-20hrs published late 2013 was rushed through the stakeholder consultation process in the wake of the Malaysian MH370 disappearance (March 2014). ECA had to quickly draw attention to a number of concerning provisions.

In a Position Paper published in July 2014, ECA calls for stricter, legally binding measures for CVR data protection. The inappropriate use and distribution of sensitive CVR data beyond accident investigation agencies not only infringe crews' fundamental right to privacy but also affects negatively Just Culture and the safety improvement efforts in Europe.

As a result, some of ECA arguments have been embraced by DG MOVE and incorporated into the forthcoming legislative proposal. ECA will continue to ensure that the related "soft law" and guidance are shaped in a way to further enhance protection of data and recordings.



CAUTION
GHT RECOR
HERE

FLIGHT SAFETY

AVIATION SECURITY

BETTER EMPLOYMENT

Throughout 2014, ECA Board Directors, staff and experts have represented the pilot community at a number of high-level of conferences, expos, seminars, meetings and forums. Our input has been instrumental to move thinking in the aviation industry and to voice the position of European pilots on topics ranging from aviation security to employment conditions.

WORKSHOPS – CONFERENCES – COURSES

PROSECUTOR-EXPERT COURSE

13 ECA experts from 11 Member Associations have taken part in the Prosecutor Expert Course, organised under the supervision of EUROCONTROL. More than 20 experts will attend this course by the end of 2015, expanding the pool of European experts to work with national authorities in case of a judicial investigation into an aviation incident or accident.

The main objective of the course is to bridge the gap between judiciary and aviation by bringing together aviation experts and representatives of the judiciary (prosecutors and/or judges). Often confronted with conflicting needs, those two parties are not fully aware of the needs of the opposite side. This is why this course educates, provides judicial delegates with information about the aviation safety needs, while at the same time equips safety experts with the knowledge and skills necessary to assist prosecutors and judges.

AIRBORNE CONFLICT SAFETY FORUM

- ▶ ECA's presentation on Traffic Collision Avoidance System (TCAS) was very well-received
- ▶ The Airborne Conflict Safety Forum was held at EUROCONTROL in Brussels to achieve consensus on the way forward to reduce the risk of mid-air collision.
- ▶ Pilots had 3 key messages: training of pilots needs to be more realistic, more training is required (every year at least!) and precise compliance needs to be emphasised.

IATA AVSEC WORLD

- ▶ Key event in aviation industry, with ECA's President Nico Voorbach on Emerging Threats Panel
- ▶ Focus of this year's Conference is on aviation security system challenged by the urgent need to share critical information about conflict zones. In light of recent tragic events, ECA has advocated for improving mechanisms for sharing information and improving risk assessment.



ECA Piloting
Safety
European Cockpit Association

WWW.EUROCOCKPIT.BE