ICAO UNIVERSAL SAFETY OVERSIGHT AUDIT PROGRAMME (USOAP)
Continuous Monitoring Approach (CMA)

FINAL REPORT OF THE USOAP CMA AUDIT OF THE CIVIL AVIATION SYSTEM OF THE NETHERLANDS

(14 to 27 May 2025)

International Civil Aviation Organization

TABLE OF CONTENTS

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ICAO UNIVERSAL SAFETY OVERSIGHT AUDIT PROGRAMME
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Draft Report of the USOAP CMA Audit of the Civil Aviation System of the Netherlands

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1. INTRODUCTION

1.1 Background

1.1.1 The ICAO Universal Safety Oversight Audit Programme (USOAP) was launched in January 1999 pursuant to Assembly Resolution A32-11, with the mandate to conduct regular, mandatory, systematic and harmonized safety audits addressing Annexes 1, 6 and 8 to the Convention on International Civil Aviation (hereinafter referred to as the Chicago Convention).

1.1.2 In 2004, the 35th Session of the ICAO Assembly adopted Assembly Resolution A35-6, which expanded USOAP to include the safety-related provisions contained in all safety-related Annexes to the Chicago Convention under a Comprehensive Systems Approach (CSA), starting in 2005.

1.1.3 Following the successful implementation of the ICAO USOAP CSA, the 37th Session of the ICAO Assembly in 2010 adopted Assembly Resolution A37-5, formalizing the evolution of USOAP to a Continuous Monitoring Approach (CMA). Assembly Resolution A37-5 was superseded by Assembly Resolution A40-13, which was adopted at the 40th Session of the ICAO Assembly in 2019 and called for the continued evolution of the USOAP CMA "*into a more evidence-based, risk informed and result-oriented programme to be applied on a universal basis in order to assess the effectiveness and sustainability of States' safety oversight systems, as well as the progress of States in implementing safety management requirements, in particular State safety programmes (SSPs)*".

1.1.4 On 4 March 2022, the Council of ICAO (C-DEC 225/7 refers) approved Recommendation 5/2 from the High-level Conference on COVID-19 (HLCC2021) regarding, *inter alia*, the integration of State safety programme implementation assessments (SSPIAs) with traditional USOAP CMA activities.

1.1.5 To implement Recommendation 5/2, on 9 October 2024 ICAO announced the launch of a new audit area of State Safety Programme (SSP) and the release of the 2024 edition of Protocol Questions (PQs) comprising the incorporation of Safety Management System (SMS) related PQs to the areas of personnel licensing and training (PEL), aircraft operations (OPS), airworthiness of aircraft (AIR), air navigation services (ANS), and aerodromes and ground aids (AGA), and of SSP related PQs (EB 2024/22 refers).

1.1.6 USOAP CMA aims to promote global aviation safety through continuous monitoring and determination of Member States' safety oversight and safety management capabilities by conducting audits and validations using a structured process and methodology, enabling ICAO to collect and analyse safety information from Member States and stakeholders, as well as to identify and prioritize activities to be carried out by ICAO.

1.1.7 On 30 September 2011, the Kingdom of the Netherlands, comprised of four autonomous States, namely the Netherlands, Aruba, Curaçao, and Saint Martin, signed the Memorandum of Understanding (MOU) with ICAO regarding the USOAP CMA. Pursuant to the MOU, the Netherlands agreed to an audit under the USOAP CMA. This audit was carried out from 14 to 27 May 2025 by an ICAO audit team in accordance with the guidelines and principles set forth in the ICAO *Universal Safety Oversight Audit Programme Continuous Monitoring Manual* (Doc 9735), and the ISO 9001 series of quality management standards.

1.2 ICAO audit team composition

1.2.1 The ICAO audit team was composed of:

a) Mr. Mauricio Espinoza Murillo, team leader, ANS;
b) Mr. Arnaud Desjardin, team member, primary aviation legislation and specific operating regulations (LEG)/ AIG;
c) Mr. Ousman Kemo Manjang, team member, civil aviation organization (ORG)/ AIR (inspection);
d) Mr. Louis Opoku, team member, PEL;
e) Mr. Aziz Boulmane, team member, OPS;
f) Mr. Adel Ramlawi, team member, AGA;
g) Mr. Junjian Nie, team member, SSP /AIR (design and production);
h) Mr. Junho Lee, team member, ANS on-the-job training (OJT); and
i) Mr. Ariel Weiss, team member, SSP/AGA OJT.

1.3 Acknowledgements

1.3.1 ICAO expresses its sincere appreciation for the assistance provided to the audit team during the preparation and conduct of the audit. The professionalism and enthusiasm of all personnel who interacted with the audit team contributed greatly to the success of the audit mission.

2. OBJECTIVES AND ACTIVITIES

2.1 The USOAP CMA is designed to continuously monitor the safety oversight and accident and incident investigation capabilities, as well as the safety performances of States. The USOAP CMA audit assesses the State's safety oversight and accident and incident investigation capabilities by evaluating the implementation of the eight critical elements (CEs), and the State's safety performance by evaluating the implementation of the SSP.

2.2 The safety oversight and accident and incident investigation capabilities of a State are measured by the Safety Oversight Effective Implementation (SO EI), which is calculated for each CE or each audit area. The overall SO EI of a State is the percentage of "satisfactory" PQs over the total number of "satisfactory" and "not satisfactory" PQs for safety oversight and accident and incident investigation capabilities.

2.3 The State's effective implementation and maintenance of an SSP is measured by the SSP Effective Implementation (SSP EI), which is calculated for each SSP component. The overall SSP EI is the percentage of "satisfactory" SSP PQs over the total number of "satisfactory" and "not satisfactory" SSP PQs.

2.4 The USOAP CMA audit process involves three phases, with the following principal activities:

a) the *preparation phase* includes ICAO's review and analysis of the State Aviation Activity Questionnaire (SAAQ), Compliance Checklists (CCs), and/or Electronic Filing of Differences (EFOD) system duly completed by the State;
b) during the *audit phase,* the ICAO audit team reviews the State's civil aviation legislative framework; examines documentation and facilities; as well as visits industry and service providers; and
c) in the *post-audit phase*, the ICAO team presents its findings, based on the PQs, in the USOAP CMA audit report and the State develops a corrective action plan (CAP) to address each of these findings.

2.5 The audit results, including findings, reflect the capabilities and limitations of the civil aviation system of the State as assessed by the audit team. They are based on one or all of the following:

a) evidence gathered during interviews with State's technical experts;
b) background information provided by such personnel; and
c) review and analysis of civil aviation legislation, specific regulations, related documentation and file records by the audit team.

2.6 Considering the time that was available to conduct the audit and the fact that the ICAO audit team members could only review and analyse information and documentation made available by the State, it is possible that some safety deficiencies may not have been identified during the audit.

3. AUDIT RESULTS

3.1 Executive summary

3.1.1 The USOAP CMA audit of the civil aviation system of the Netherlands was carried out from 14 to 27 May 2025. The audit resulted in an overall SO EI of 74.47 per cent for the eight CEs of the State's safety oversight and aircraft accident and incident investigation systems, and an overall SSP EI of 75 per cent for the State's implementation and maintenance of the four components of an SSP.

3.1.2 The audit, which covered all nine areas of LEG, ORG, PEL,OPS, AIR, AIG, ANS, AGA, and SSP, encompassing 851 PQs, resulted in the following: 578 PQs satisfactory, 198 PQs not satisfactory and 75 PQs not applicable. Detailed breakdown of the PQ status for each audit area may be found in the USOAP CMA online framework: https://www.icao.int/usoap.

3.1.4 Following this audit, the CEs with the lowest EIs are:

a) CE-4, *Qualified technical personnel*, at 60.38 per cent;
b) CE-7, *Surveillance obligations*, at 66.67 per cent; and
c) CE-2, *Specific operating regulations*, at 71.56 per cent.

3.1.5 Information on the civil aviation system and activities in the areas of LEG, ORG, PEL, OPS, AIR, AIG, ANS and AGA as well as in safety management, may be found in the SAAQ, which is submitted by the State in the USOAP CMA online framework (https://www.icao.int/usoap).

3.1.6 Appendix A-1 of this report contains analyses of the SO EI by the eight CEs of the safety oversight and aircraft accident and incident investigation systems in the Netherlands (Figure A-1) as well as by areas (Figure A-2). Also highlighted are recommendations for the State's high and other priorities to resolve the identified deficiencies.

3.1.7 Appendix B-1 of this report contains analyses of the SSP EI by the four SSP components in the Netherlands (Figure B-1). Also highlighted are opportunities for enhancement for the State.

3.2 Analysis of safety oversight audit results

3.2.1 A breakdown of the safety oversight audit results for the sub-groups of CEs 1 to 4 is provided in Appendix A-2 of this report.

3.2.2 A breakdown of the safety oversight audit results by the sub-groups of PEL, OPS, AIR, AIG, ANS and AGA is provided in Appendix A-3 of this report.

3.3 Analysis of State safety programme audit results

3.3.1 A breakdown of the State safety programme audit results by sub-groups of each SSP component is provided in Appendix B-2 of this report.

3.4 Online availability of PQ status information

3.4.1 The status of the PQs in the areas of LEG, ORG, PEL, OPS, AIR, AIG, ANS, AGA and SSP resulting from the audit conducted in the Netherlands may be accessed by registered users on the USOAP CMA online framework.

4. VISITS TO THE INDUSTRY/SERVICE PROVIDERS

4.1 As part of the audit, the audit team visits the industry organizations or service providers under the State's supervision, such as aviation training institutes, air operators, aeronautical product/equipment maintenance organizations or manufacturers, air navigation service providers, and aerodromes, etc. to validate the capability of the State to supervise the activities of these industry organizations or service providers.

4.2 In the case of the Netherlands, the audit team visited the following organizations:

PEL:

a) KLM Flight Academy;
b) ATCO Training Organisation, Luchtverkeersleiding Nederland (LVNL).

OPS:

a) Koninklijke Luchtvaart Maatschappij N. V. (KLM).

AIR:

Inspection:

a) KLM Engineering & Maintenance B.V.;
b) Transavia C.V.

Design and production:

a) Aviation Glass & Technology B.V.

ANS:

a) LVNL.

AGA:

a) Amsterdam International Airport Schiphol.

5. USOAP CMA ONLINE FRAMEWORK

5.1 To facilitate the administration and management of USOAP, ICAO launched the USOAP CMA online framework, which is a suite of web-integrated applications that allow continuous monitoring and reporting of safety-related information and documentation received from different sources. It is designed to enhance the effectiveness and efficiency of the USOAP CMA in identifying deficiencies and associated safety risks. ICAO Member States and registered users may access the USOAP CMA online framework at https://www.icao.int/usoap.

6. STATE AVIATION ACTIVITY QUESTIONNAIRE (SAAQ)

6.1 The SAAQ is designed to collect comprehensive and specific information on each State's aviation activities, including legislative, regulatory, organizational, operational, technical and administrative details. Each State shall complete and maintain its SAAQ up to date through the USOAP CMA online framework in order to assist the Safety and Air Navigation Oversight Audit Section (OAS) in monitoring the level of aviation activity in the State related to each audit area and in prioritizing and planning USOAP CMA activities.

6.2 The Netherlands has completed its SAAQ online and this can be found at https://www.icao.int/usoap.

7. COMPLIANCE CHECKLISTS (CCs)

7.1 States are required to complete and maintain up-to-date CCs that contain information on the implementation of the specific provisions of the relevant Annexes to the Chicago Convention. The completion of the CCs by Member States will provide authorized users with an overview of the level of implementation of ICAO Standards. States are encouraged to provide this information through the EFOD system.

7.2 The Netherlands has completed its CCs online and this can be found at https://www.icao.int/usoap.

8. FOLLOW-UP ACTION

8.1 In accordance with the MOU agreed to between the Kingdom of the Netherlands and ICAO, the Netherlands submitted its comments to the draft report on 17 October 2025. The comments were reviewed by OAS and taken into consideration in the production of this final report.

8.2 According to the MOU, the State is required to submit their CAPs directly on the USOAP CMA online framework within 45 days after receipt of this final report. The CAPs should subsequently be updated, as needed.

8.3 The CAPs should provide specific actions and estimated implementation dates, as well as a responsible office for taking action to correct the deficiencies identified in the findings. Further guidance on how to develop effective CAPs is outlined in Doc 9735, Appendix D, "Guidance for States on Developing Corrective Action Plans (CAPs)", which can be found in the "CMA Library" of the USOAP CMA online framework (https://www.icao.int/usoap).

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Appendix A
1 — Executive Summary

The Netherlands	EI before Audit:	87.21%
	EI after Audit:	74.47%

Figure A-1. Effective Implementation by Critical Element of a Safety Oversight System

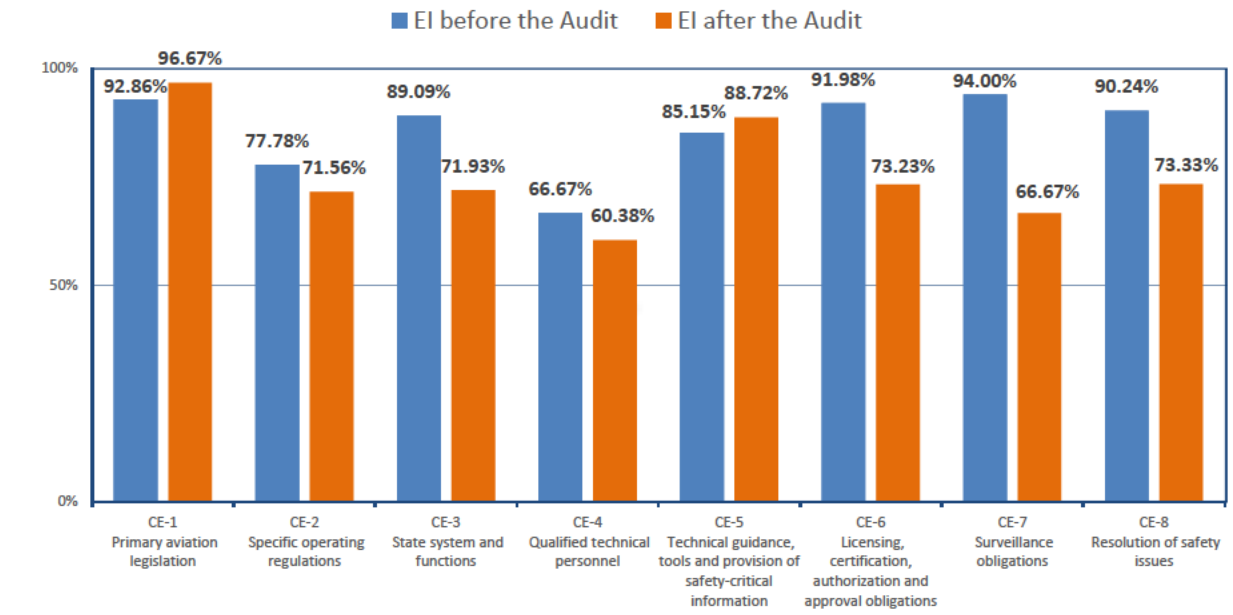
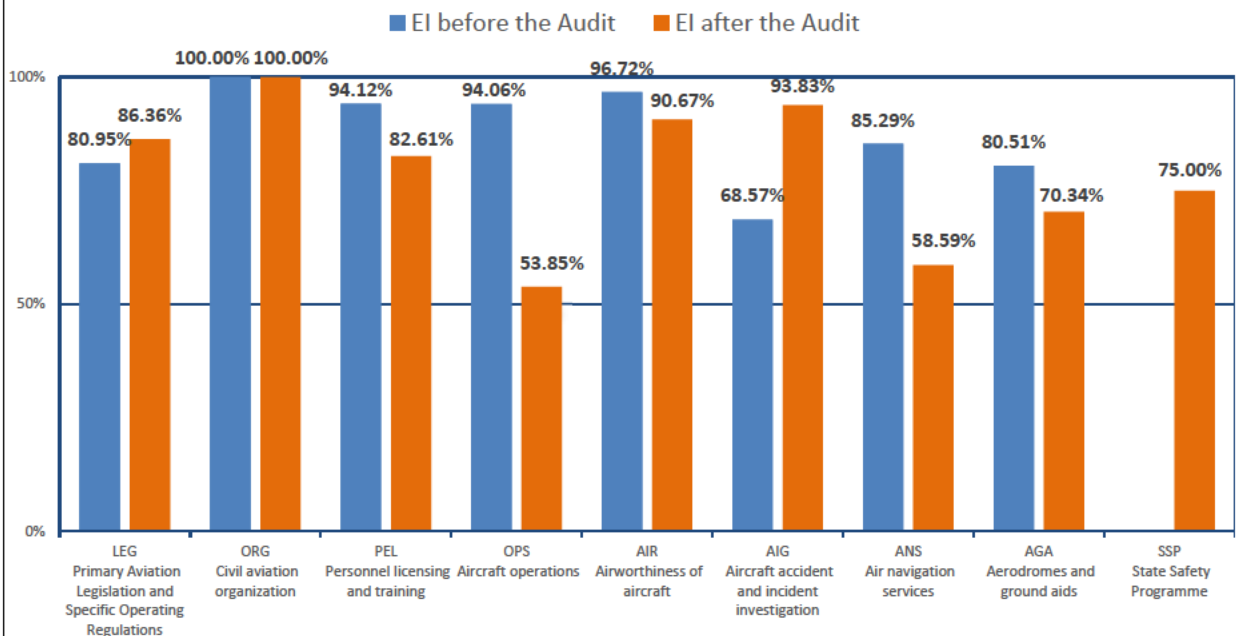


Figure A-2. Effective Implementation by Area



Analysis

Considering the overall results outlined in Figures A-1 and A-2, the information below has been developed to assist the State in prioritizing its remedial actions.

High Priorities:

LEG:

1) Ensure a proper transposition of the provisions set forth in Annex 1, Annex 6 (Parts I, II, and III) and the applicable provisions of Annexes 10 and 4.

2) Promulgate regulations corresponding to dangerous good related provisions of Annex 18, which cannot be transposed by reference, and ensure effective implementation of the procedure for updating dangerous goods regulations subsequent to Annex 18 amendments.

3) Promulgate airworthiness regulations for:
   a) operations-derived equipment which are not part of the type certification of aircraft;
   b) modifications and repairs to be approved, and the regulations to be met for obtaining such an approval; and
   c) Reduced Vertical Separation Minima (RVSM) approval, including continuing airworthiness.

4) Revise the Dutch aerodrome regulations to fully transpose the provisions of Annex 14 into national-specific operating regulations without making direct reference to the Annexes.

5) Ensure the implementation of procedures for identifying and notifying ICAO in a timely manner of differences regarding aerodrome operating regulations, taking into account the differences with applicable European Union Safety Agency (EASA) regulations.

ORG:

1) Allocate sufficient qualified technical personnel to the Civil Aviation Authority Netherlands (CAA- NL) and the Directorate-General for Aviation and Maritime Affairs (DGLM) in charge of civil aviation safety oversight for flight operations.

2) Review the functions and responsibilities of the CAA-NL and the DGLM to cover those relating to a flight operations inspection organization.

3) Review the job description manual of the CAA-NL to provide a clear definition of functions and responsibilities of flight operations and dangerous goods inspectors, and specify experience and qualification requirements to ensure adequate technical competency and regulatory oversight.

4) Ensure the effective implementation of training plans for the flight operations and dangerous goods inspectors, and the qualified personnel responsible for monitoring the safety management system.

5) Ensure the implementation of the Dutch Safety Board (DSB) training programme by developing periodic training plans that detail and prioritize the type of training to be provided to aviation investigators, and by maintaining records of the training provided, including records of the OJT received.

6) Establish or designate an entity responsible for the oversight of search and rescue (SAR) services.

High Priorities (cont'd):

7) Ensure that there are sufficient human resources to carry out safety oversight activities and identify the specific tasks of inspectors in the different areas of ANS when determining staffing needs.

8) Ensure that there are sufficient human resources available to the aerodrome certification and continuous surveillance sections to carry out their functions and mandate, taking into consideration the need for various technical disciplines.

PEL:

1) Revise procedures and checklists to ensure that foreign licences issued outside the European Union (EU) member states that are submitted for conversion or fully comply with Annex 1.

2) Implement a system for evaluating and re-evaluating the ability of pilots, air traffic controllers and aeronautical station operators to speak and understand the language used for radiotelephony communications in accordance with Regulation (EU) No 2018/1139 and the requirements set out in Regulations (EU) No 1178/2011 and No 340/2015, including the evaluation and or re-evaluation of the ability of sailplane (glider) pilots to speak and understand the language used for radiotelephony communications at the level specified in Appendix 1 to Annex 1.

OPS:

1) Ensure that flight operations and dangerous goods inspectors have access to technical documentation and information.

2) Ensure that flight operations and dangerous goods inspectors are provided with comprehensive and detailed guidance, procedures, checklists and job aids related to the tasks and activities to be performed during the various phases of air operator certification and continuous surveillance taking into consideration the coordination between the different entities involved.

3) Ensure that operations and dangerous goods inspectors effectively apply the procedures, checklists and job aids related to the tasks and activities to be performed during the various phases of air operator certification and continuous surveillance, and the coordination processes between the different entities involved.

AIR:

Airworthiness Inspection:

1) Revise the formal training programme for airworthiness inspectors to include the minimum training requirements such as specialized training on air operator certification; reliability monitoring, etc.

2) Enhance implementation of the approved training programme for airworthiness inspectors by ensuring that annual training plans are developed based on a structured training needs analysis and applied, as appropriate.

High Priorities (cont'd):

3) Implement procedures to facilitate airworthiness inspectors' access to airworthiness data from the organization responsible for the type design and continuing airworthiness information to support the certificates/approvals issued for the aircraft on the State's register.

4) Develop regulations and associated procedures for the verification of operations-derived equipment which are not part of the type certification of aircraft.

5) Ensure that the State of Design is advised when an aircraft of a particular type for which the Netherlands is not the State of Design is first entered on its civil aircraft register and a certificate of airworthiness has been issued.

6) Implement procedures for:
   a) air operator certification with clear coordination arrangements between flight operations and airworthiness in line with the corresponding guidelines provided by EASA.
   b) the review and approval of maintenance arrangements/contracts.
   c) acceptance of the airworthiness-related elements of a minimum equipment list (MEL) with clear coordination arrangements between flight operations and airworthiness.
   d) approval of aircraft leases to ensure that, prior to approving an aircraft lease, the signing of the maintenance release has been considered and that the lease clearly defines who is responsible for the airworthiness of the aircraft.

ANS:

1) Implement surveillance activities for SAR services.

2) Ensure that the established system has been systematically applied to follow-up on actions, timelines and enforcement actions implemented to eliminate deficiencies identified by Air Traffic Service (ATS) inspectors.

3) Develop a detailed mechanism to identify and evaluate standard phraseology and readback requirements, and ensure effective implementation.

4) Determine an entity who is responsible for periodic reviews of instrument flight procedures and ensure effective implementation.

5) Ensure that contingency plans address natural disasters and have been coordinated with the ATS authorities in the adjacent airspace, and properly assessed by the authority.

6) Ensure that formal arrangements are established and updated between the originators of aeronautical data and information and the Aeronautical Information Service (AIS), and that aeronautical data is compliant with the data quality specifications.

AGA:

1) Ensure the development of guidance material and procedures for the aerodrome inspectorate staff and aerodrome operators, covering each technical specialist areas.

High Priorities (cont'd):

2) Ensure that aerodrome certification requirements are fully implemented and keep the certification files to confirm consistent application of the certification process for all the designated aerodromes.

3) Ensure that risk assessments are comprehensively conducted and that mitigating measures are put in place in case of non-compliance.

4) Ensure the implementation of requirements relating to the group of obstacle limitation surfaces (OLS) at and around aerodromes.

5) Ensure assessment of the continuing organizational competence of the aerodrome operator's staff to ensure that they have the necessary competence and experience to operate and maintain the aerodrome properly.

Other Priorities:

LEG:

1) Ensure that all significant differences between the SARPs/PANS/SUPPS and the Netherlands' regulations and practices are identified and published in the Aeronautical Information Publication (AIP).

2) Revise procedures for granting of exemptions to include publication of exemptions granted.

3) Review the Compliance Checklist/Electronic Filing of Differences (CC-EFOD) to ensure the notification of differences with corrected correspondences between the provisions of Annex 6 Parts I, II and III and the OPS regulations applicable in the Netherlands.

4) Ensure that all granted exemptions to airworthiness regulations are reviewed and published in accordance with the revised procedures for the granting of exemptions, where feasible.

5) Amend the related national regulation of Annex 12 to ensure that the latest amendments to Annex 12 have been transposed and implement procedures to identify and notify differences to ICAO.

6) Prescribe conditions to permit the entry into its territory of SAR units of other States and authorize its rescue coordination centre (RCC) to provide assistance to other RCCs when requested.

7) Ensure implementation of procedures to amend aerodrome regulations in a timely manner taking into consideration ICAO provisions and their amendments.

ORG:

1) Enhance the aerodrome regulatory mandate to clearly define the roles and responsibilities of the units in charge of aerodrome regulation, certification and continuous surveillance.

Other Priorities (cont'd):

2) Ensure the development and effective implementation of formal periodic training plans detailing and prioritizing the type of training to be provided during the established period based on analysis of relevant training needs of aerodrome inspectorate staff members.

3) Develop a training programme for the technical staff of AIS and cartographic service provider personnel and ensure that initial and periodic assessments of the performance of the assigned functions and tasks are implemented.

PEL:

1) Revise and implement the system for the supervision and control of flight and practical test delivery to include a set frequency for the monitoring of flight and practical examiners.

2) Implement the established acceptable means of compliance and guidance material for the ATOs of air traffic controllers.

3) Implement a mechanism to ensure that the ATOs periodically review their safety performance including the means to validate the effectiveness of risk controls and the identification of changes that may affect the level of safety risks associated with their aviation products or services.

4) Establish a mechanism to validate that the ATO personnel involved in SMS are appropriately trained and qualified to perform their functions and responsibilities.

OPS:

1) Establish and implement a comprehensive surveillance system as well as a system to resolve deficiencies or issues related to the conduct of delegated tasks.

2) Ensure that specific approvals such as Extended-range Twin-engine Operations Performance Standards (ETOPS) reflect Annex 6 standards.

AIR:
Airworthiness Inspection:

1) Enhance on-going monitoring of reliability programmes and take appropriate actions, when necessary, including the initiation of a special evaluation or imposition of special operational restrictions if information obtained from reliability monitoring indicates a degraded level of safety.

2) Implement procedures for the verification of operations-derived equipment which are not part of the type certification of aircraft.

ANS:

1) Ensure that the RCC of the Netherlands has an agreement with all its neighbouring States.

Other Priorities (cont'd):

2) Conduct an on-site inspection to ensure effective implementation of the procedures to control the movement of persons or vehicles in the maneuvering area of the aerodrome and prompt delivery of meteorological information to ATS units, information on aerodrome conditions and the operational status of associated facilities to ATC units and information on the operational status of navigation aids to appropriate ATS units.

3) Ensure effective implementation of a process for exchanging large height deviations with the Regional Monitoring Agency (RMA).

4) Ensure the effective implementation of procedures for providing services to aircraft in the event of emergency and providing assistance in the event of in-flight contingencies, and verifying the application of ATC contingency procedures.

5) Ensure the effective implementation of measures to guarantee that the information that Aeronautical Information Service Provider (AISP) provides and the aeronautical charts made available are adequate and accurate, and that they are maintained up to date by a revision service.

6) Ensure that the surveillance programme covers all Communications, Navigation and Surveillance (CNS) system facilities and that all facilities have been inspected.

7) Ensure that meteorological facilities are inspected on-site.

AGA:

1) Ensure that the certification process is done using appropriate and comprehensive checklists, and that the basis for a demonstration of conformance, and non-conformance, is captured and documented for traceability and follow up as needed.

2) Ensure establishment and implementation of coordinated arrangements among the aviation agencies, aerodrome regulatory authority and aerodrome operators in order to optimize civil aviation security measures in the State and confirm that international civil aviation security measures are integrated into the design and construction of aerodrome facilities.

3) Establish and implement a process for the management of conflicts between land use or environmental requirements and aviation authorities to ensure that aviation safety is not compromised.

4) Ensure that that safety performance indicators (SPIs) are established by all designated aerodrome operators and acceptable to the State.

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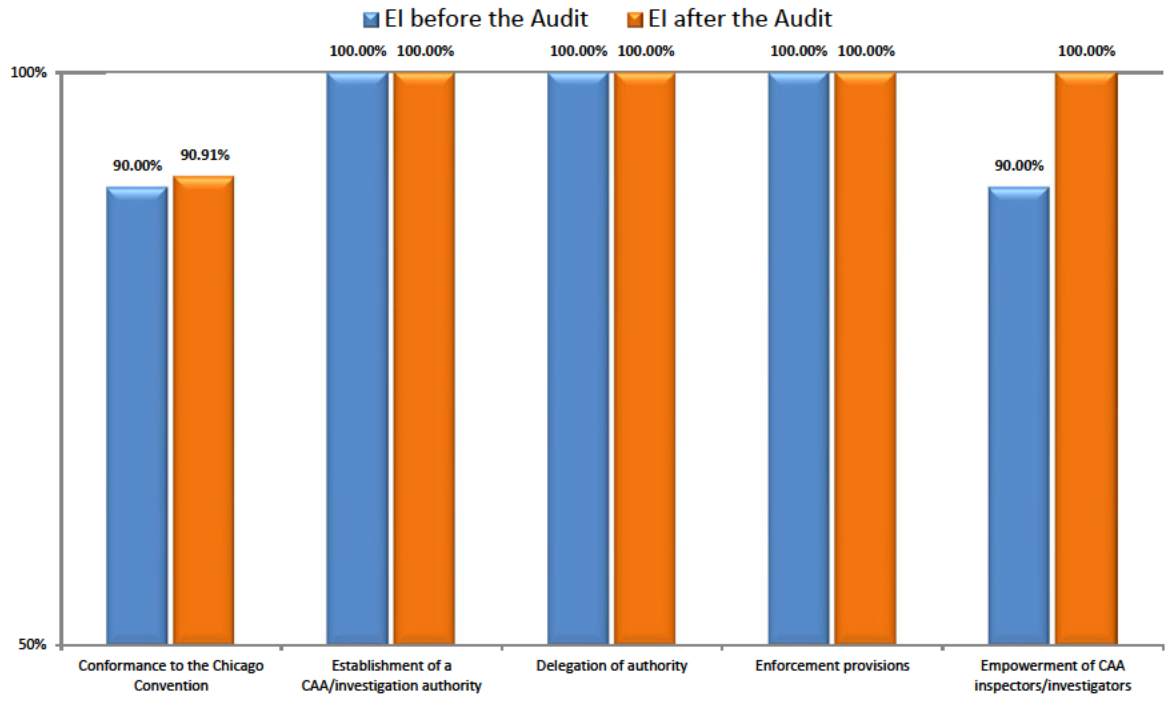
2 — Analysis of Results by Critical Element

CE-1 Primary Aviation Legislation	EI before Audit:	92.86%
	EI after Audit:	96.67%

The promulgation of a comprehensive and effective aviation law commensurate with the size and complexity of the State's aviation activity and consistent with the requirements contained in the Convention on International Civil Aviation, to enable the oversight and management of civil aviation safety and the enforcement of regulations through the relevant authorities or agencies established for that purpose.

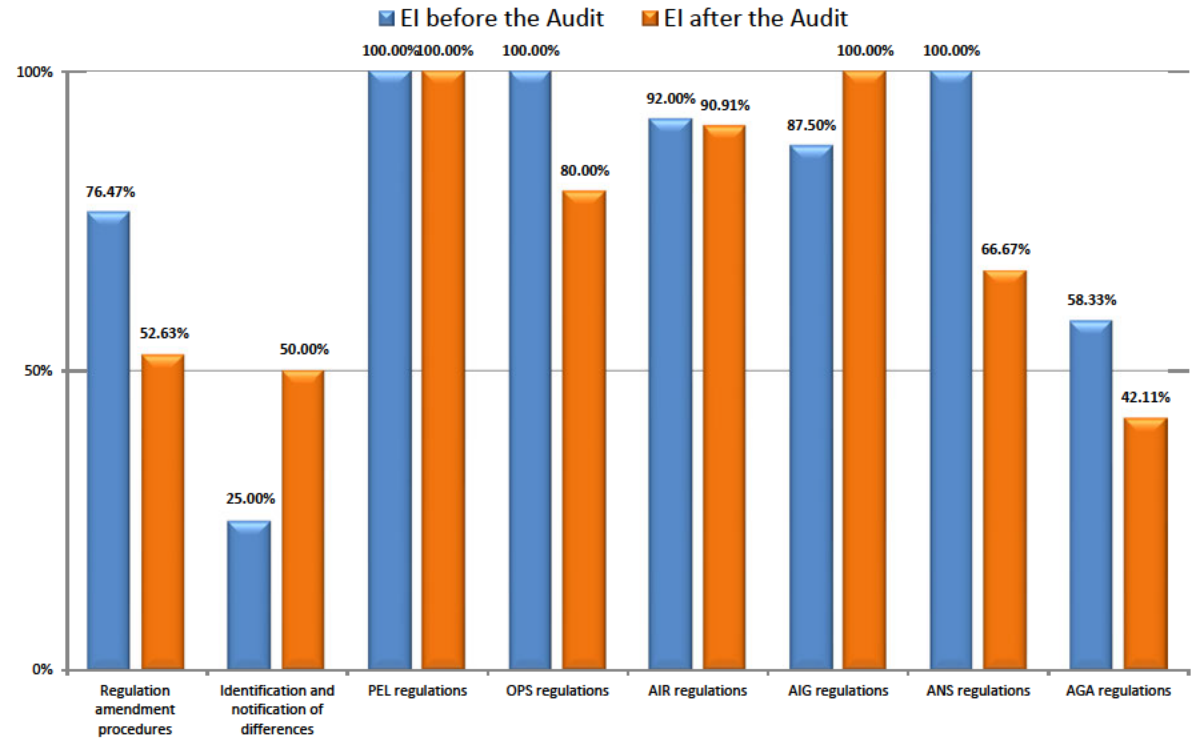
Figure A-3. Effective Implementation (%) in CE-1 sub-groups



CE-2 Specific Operating Regulations	EI before Audit:	77.78%
	EI after Audit:	71.56%

The promulgation of regulations to address, at a minimum, national requirements emanating from the primary aviation legislation, for standardized operational procedures, products, services, equipment and infrastructures, in conformity with the Annexes to the Convention on International Civil Aviation.

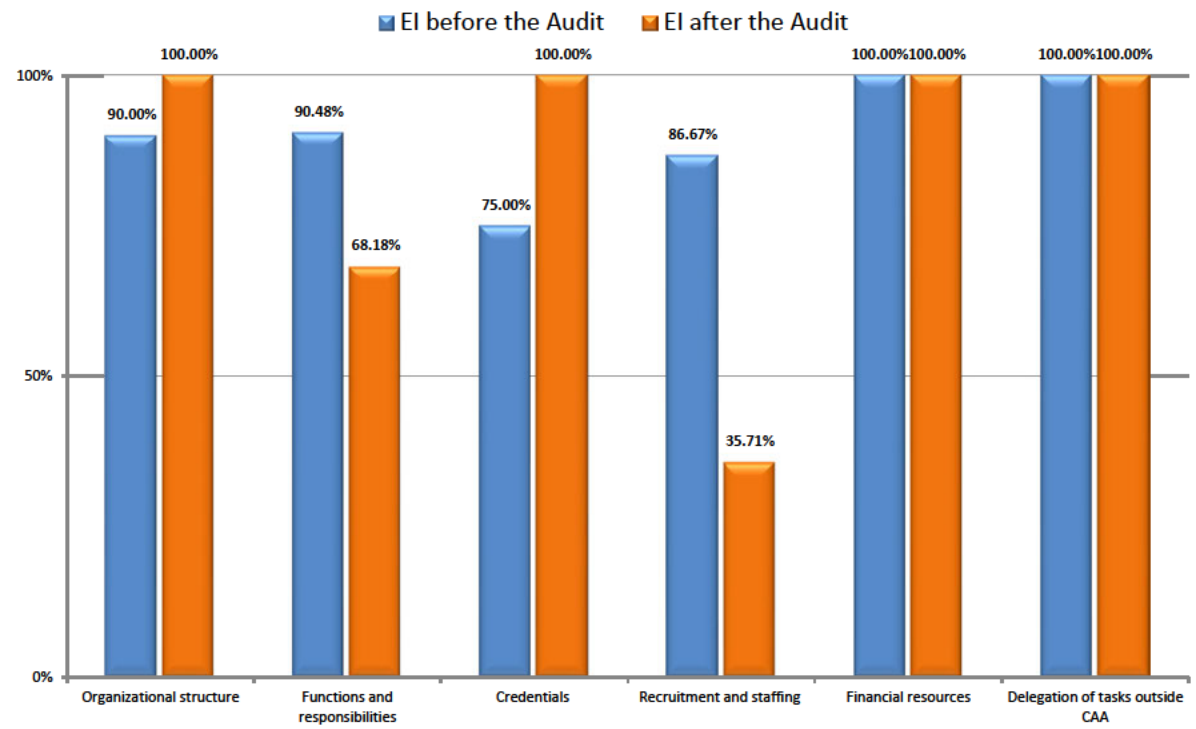
Figure A-4. Effective Implementation (%) in CE-2 sub-groups



CE-3 State System and Functions	EI before Audit:	89.09%
	EI after Audit:	71.93%

The establishment of relevant authorities or agencies, as appropriate, supported by sufficient and qualified personnel and provided with adequate financial resources for the management of safety. State authorities or agencies shall have stated safety functions and objectives to fulfil their safety management responsibility.

Figure A-5. Effective Implementation (%) in CE-3 sub-groups

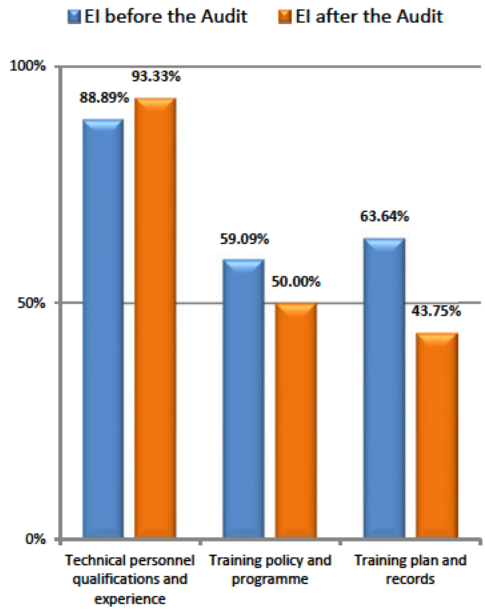


CE-4 Qualified Technical Personnel	EI before Audit:	66.67%
	EI after Audit:	60.38%

The establishment of minimum qualification requirements for the technical personnel performing safety-related functions and the provision of appropriate initial and recurrent training to maintain and enhance their competence at the desired level. States shall implement a system for the maintenance of training records for technical personnel.

Figure A-6. Effective Implementation (%) in CE-4 sub-groups

Overall Training



Specific Training

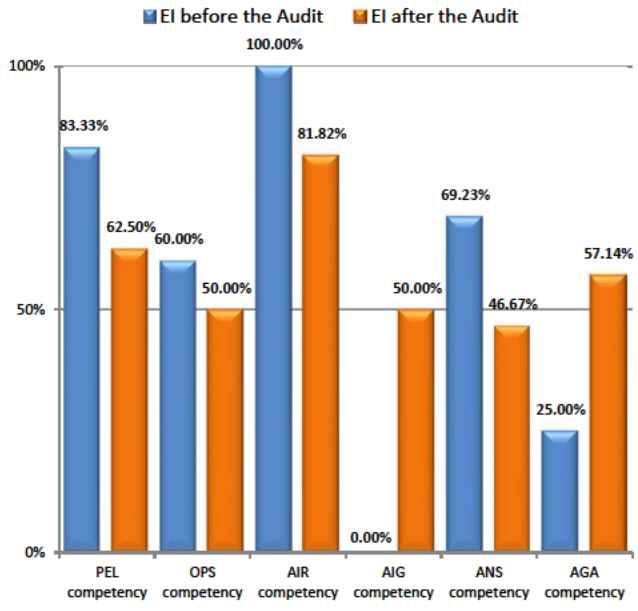


Figure A-7. Personnel Licensing and Training (PEL)
Protocol Questions by sub-groups

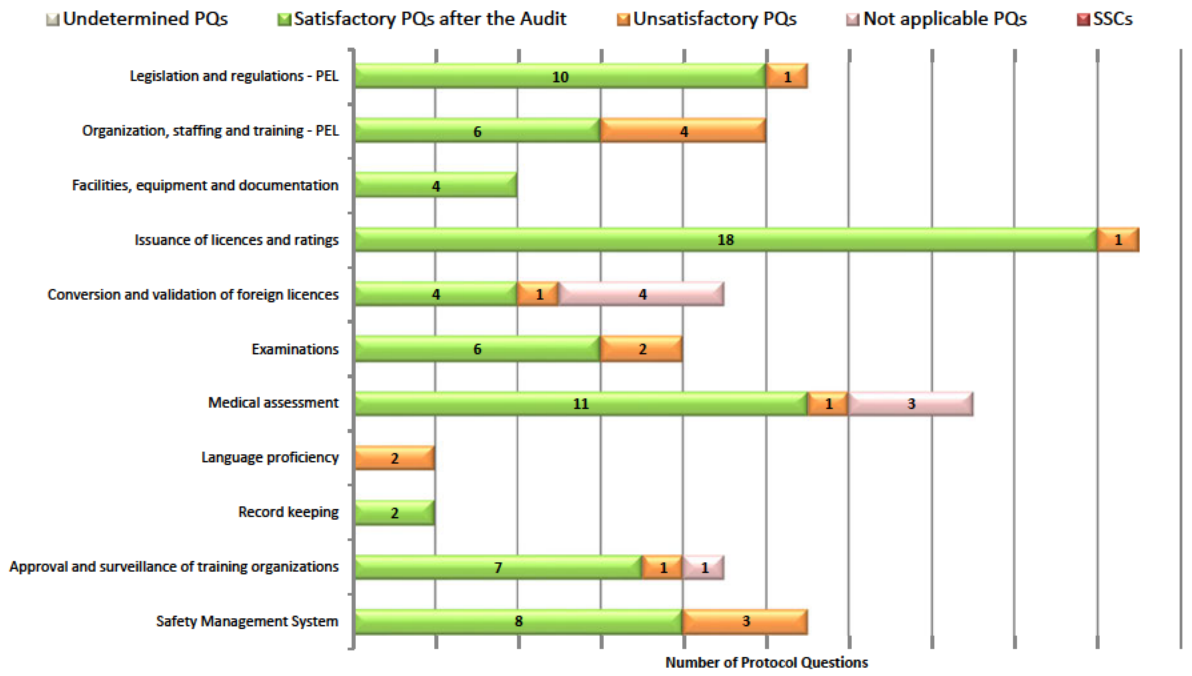


Figure A-8. Aircraft Operations (OPS)
Protocol Questions by sub-groups

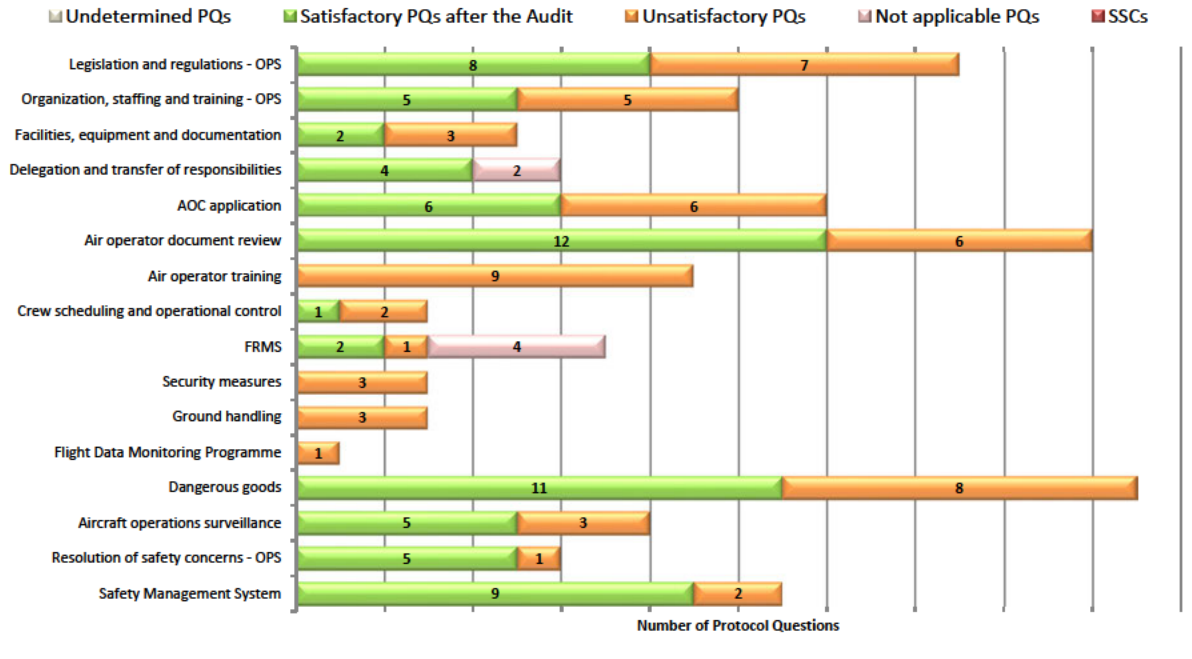


Figure A-9. Airworthiness of Aircraft (AIR) – Inspection
Protocol Questions by sub-groups

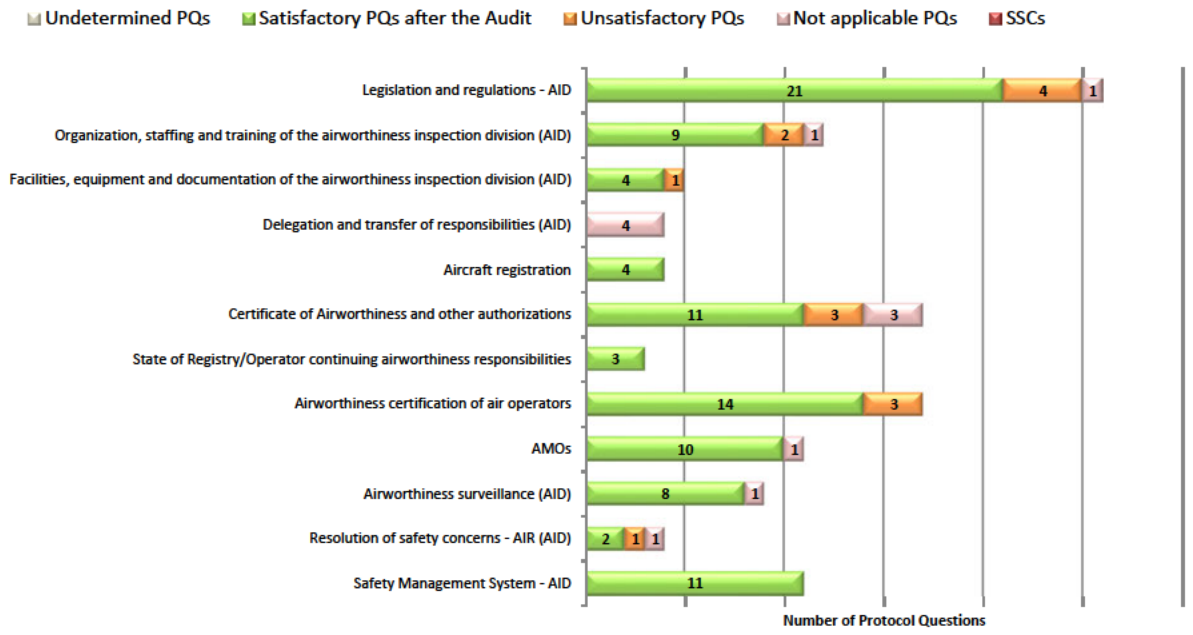


Figure A-9.1 Airworthiness of Aircraft (AIR) –Design and Production
Protocol Questions by sub-groups

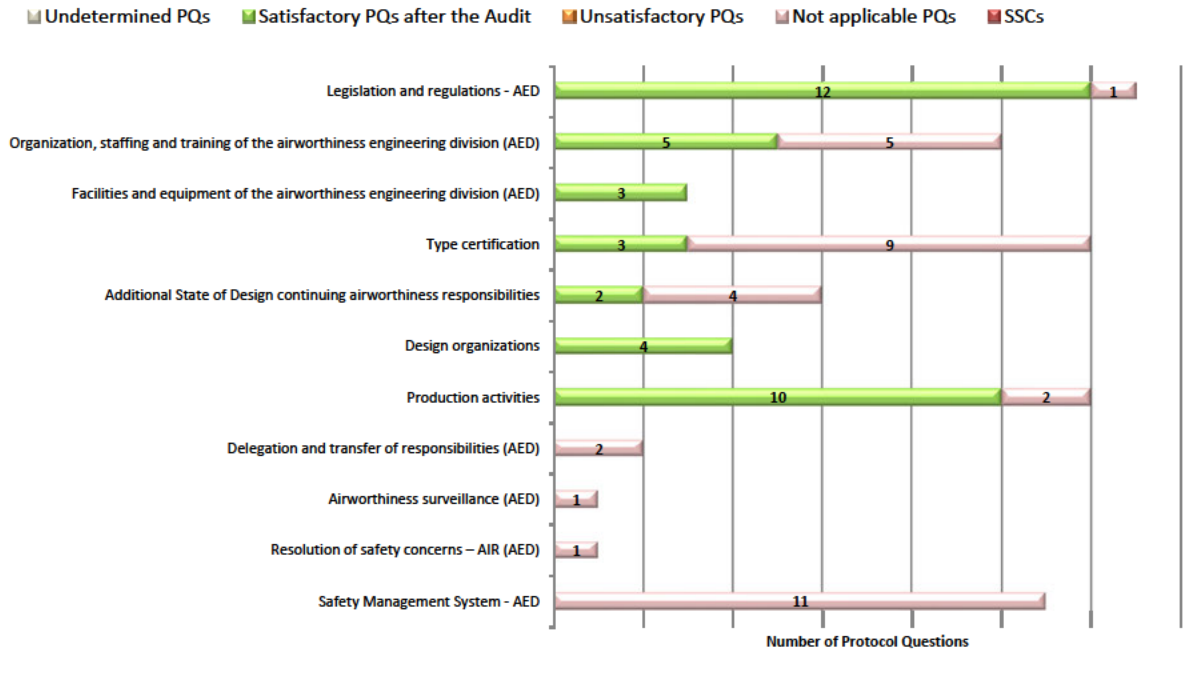


Figure A-10. Aircraft Accident and Incident Investigation (AIG)
Protocol Questions by sub-groups

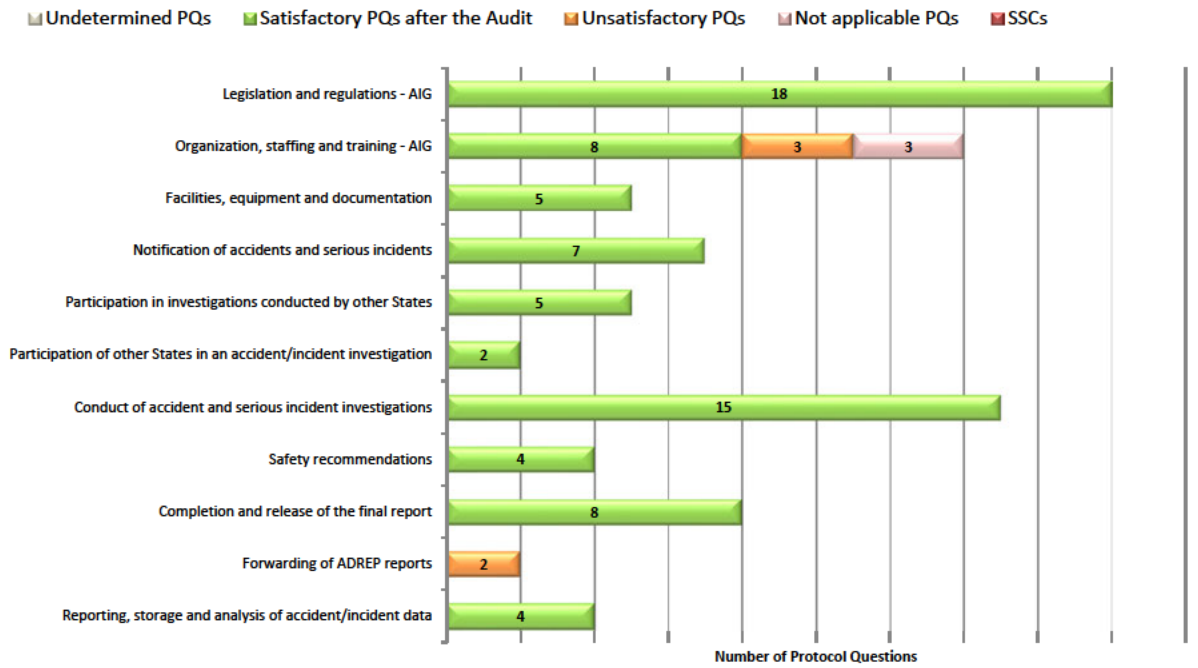


Figure A-11. Air Navigation Services (ANS)
Protocol Questions by sub-groups

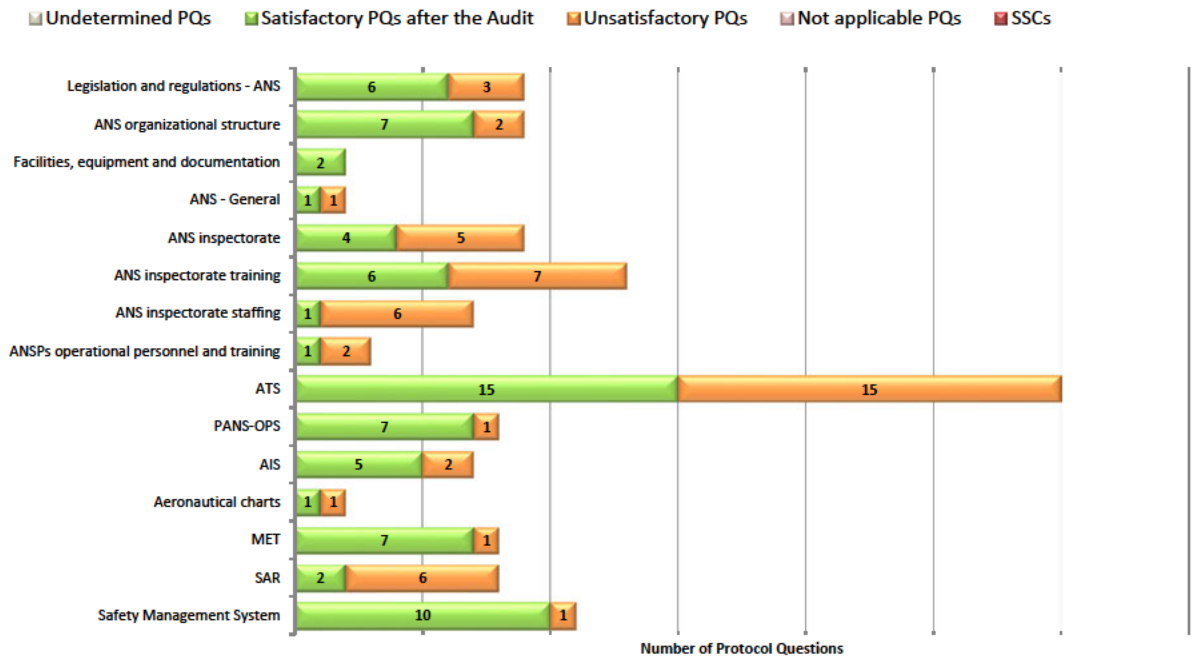
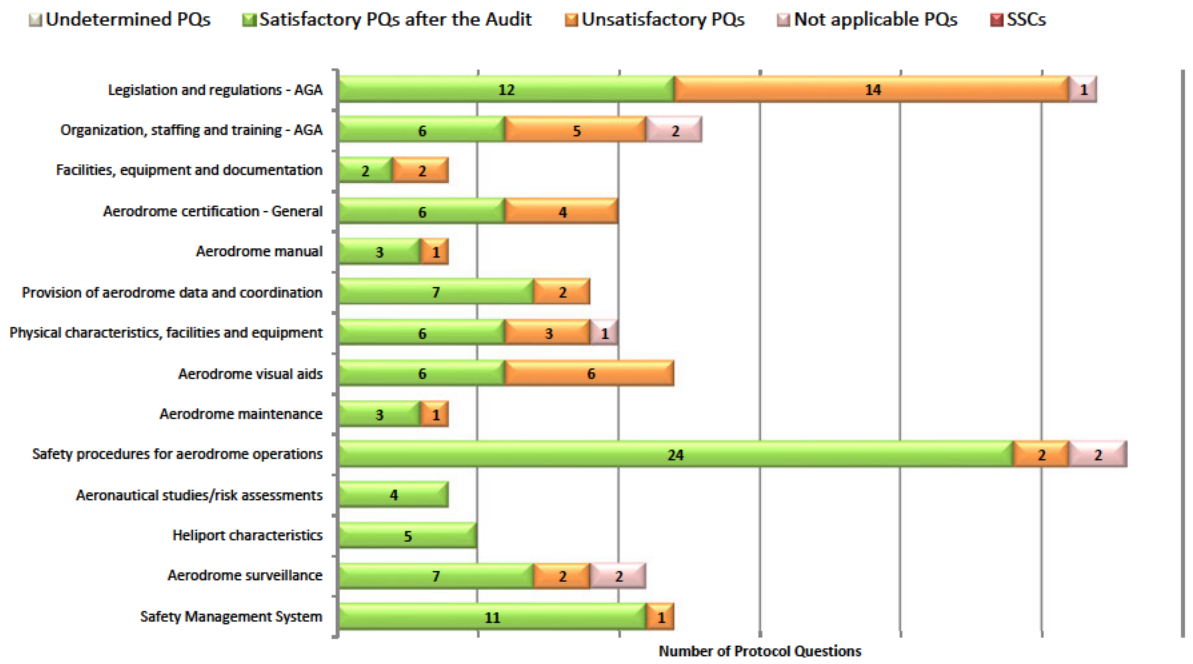


Figure A-12. Aerodromes and Ground Aids (AGA)
Protocol Questions by sub-groups



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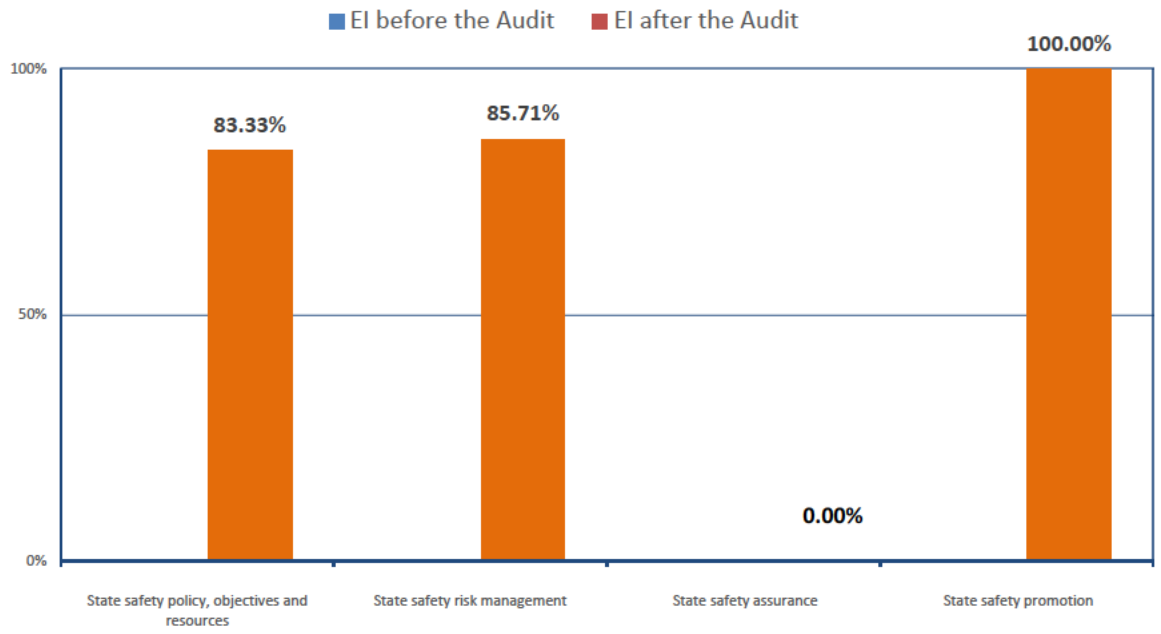
Appendix B
1 — Executive Summary

The Netherlands	EI before Audit:	
	EI after Audit:	75%

Figure B-1. Effective Implementation by SSP Component



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Analysis

Considering the overall results outlined in Figure B-1, the information below has been developed to assist the State in enhancing its SSP.

Opportunities for enhancement:

State safety policy, objectives and resources:

1) Develop and effectively implement specific SSP-related training plans for personnel involved in SSP establishment and maintenance for all State authorities.

State safety risk management:

1) Effectively implement the established mechanism to identify hazards from collected safety data and safety information, and to assess the probability, severity and tolerability of safety risks.

State safety assurance:

1) Effectively implement the established mechanisms to:
   a) establish SPIs to support achieving the State's safety objectives; and
   b) assess the effectiveness of actions taken to manage safety risks.

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2 — Analysis of Results by SSP component

Figure B-2. State Safety Policy, Objectives and Resources
Protocol Questions by sub-groups

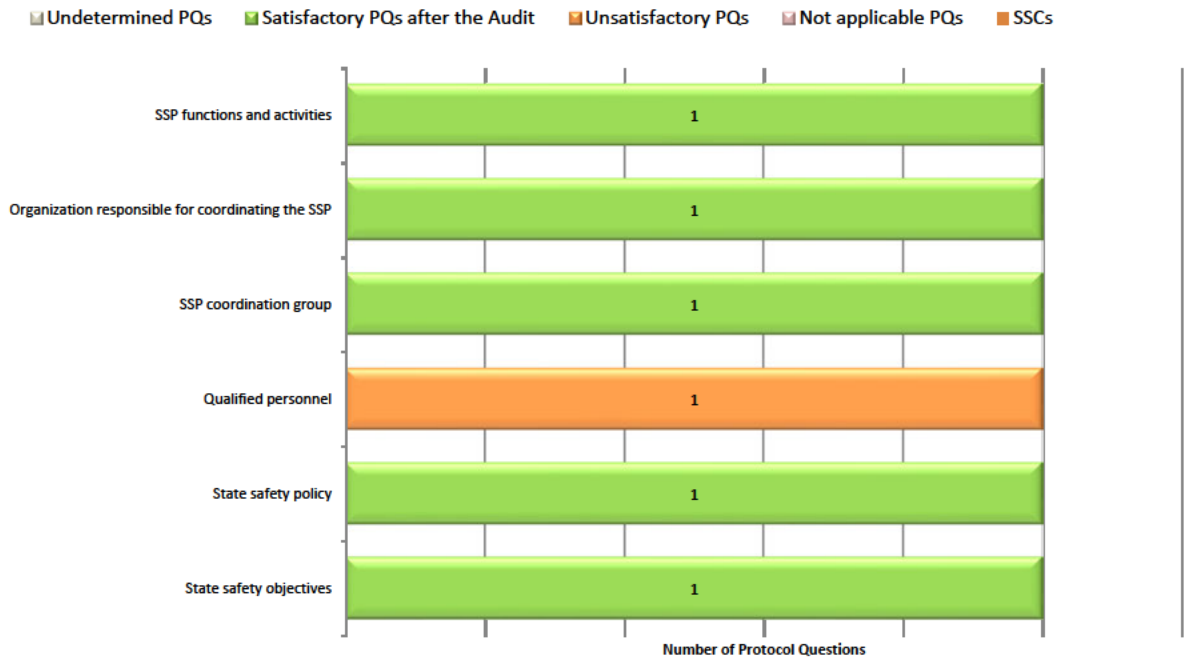


Figure B-3. State Safety Risk Management
Protocol Questions by sub-groups

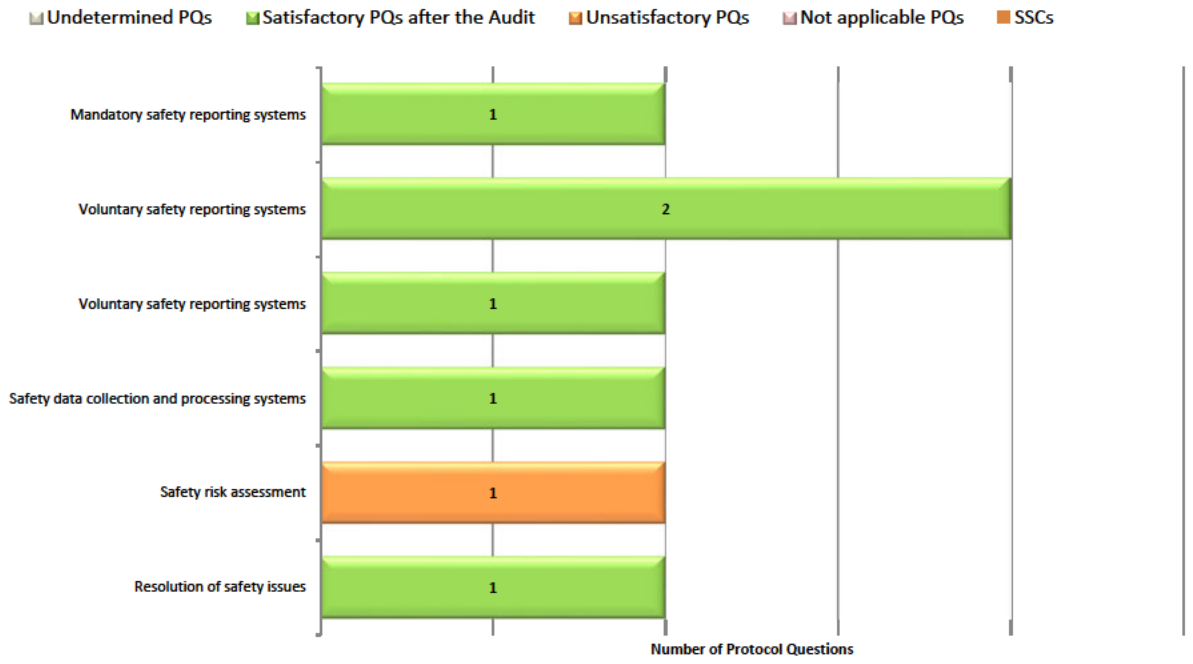


Figure B-4. State Safety Assurance
Protocol Questions by sub-groups

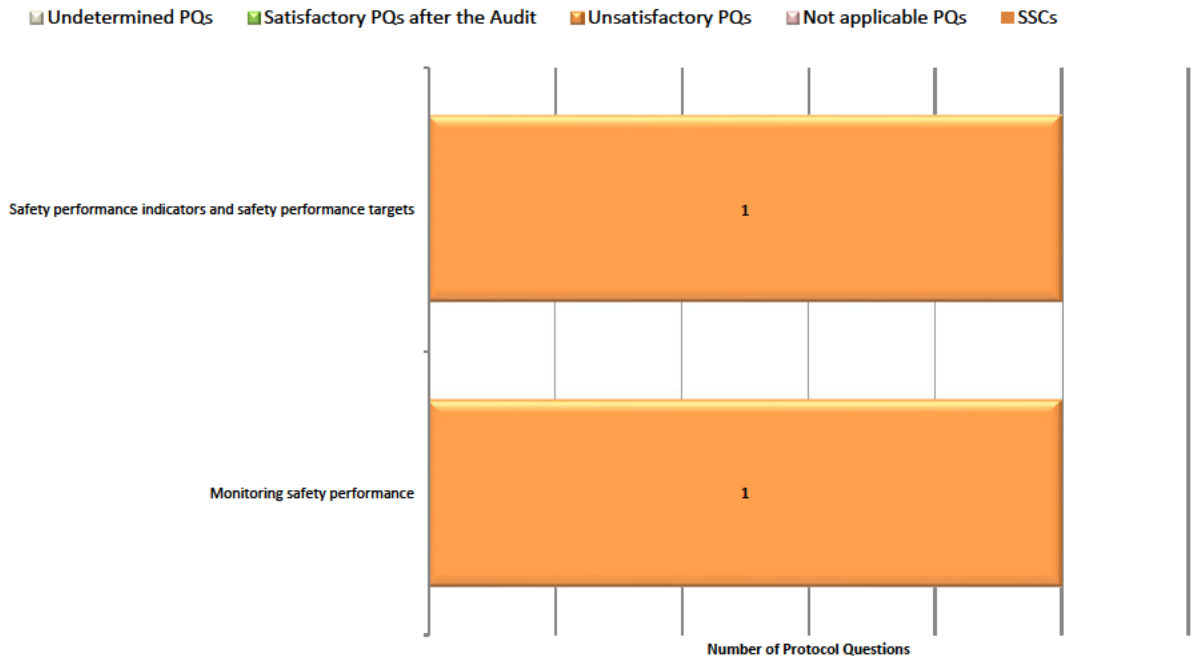
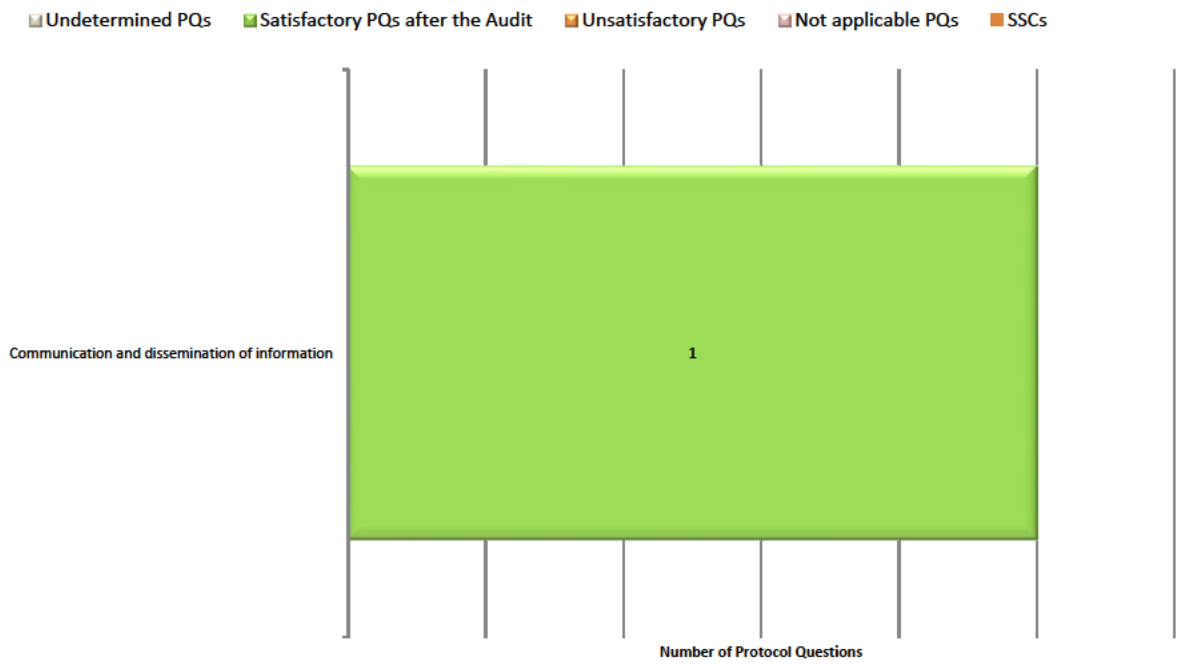


Figure B-5. State Safety Promotion
Protocol Questions by sub-groups



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