

Making the railway system
work better for society.

DECISION n°191

of the Management Board of the European Union Agency for Railways adopting the revised ERA Management Standards

THE MANAGEMENT BOARD OF THE EUROPEAN UNION AGENCY FOR RAILWAYS,

Having regard to the Regulation (EU) 2016/796 of the European Parliament and of the Council of 11 May 2016 on the European Union Agency for Railways¹ (hereinafter referred to as “the Agency”) and repealing Regulation (EC) No. 881/2004 (hereinafter called “the Regulation”), and in particular Article 54(5) point g
Having regard to the Decision n°93 of the Administrative Board of the European Railway Agency adopting the financial regulation of the Agency dated 31 December 2013 and in particular article 44§2 thereof, hereinafter the ‘Financial Regulation’

Having regard to the Communication to the Commission from Commissioner Oettinger on Revision of Internal Control Framework C(2017) 2373

Whereas,

1. The Agency has implemented an Integrated Management System based on requirements specified in the Internal Control Standards (ICS) developed by the European Commission and the International Quality management standard ISO 9001:2015.
2. The current ERA Management Standards were adopted by the Management Board².
3. The European Commission has revised its internal control system, thus the Agency shall revise the ERA Management Standards to ensure consistency and reflect the requirements of the internal control framework of the European Commission.
4. Consequently, the Management Board Decision 116 is to be replaced by the new ERA Management Standards that integrates the requirements of the new internal control framework.

HAS DECIDED AS FOLLOWS:

Article 1

The ERA Managements Standards are adopted as set out in Annex 1 to this decision.

Article 2

¹ OJ L 138 26.5.2016, p. 1-43.

² Decision 116

The Executive Director is mandated to adopt the necessary measures to implement the new system deriving from the adoption of the new ERA Management Standards.

Article 3 – Final provision

Decision n°116 of the Administrative Board adopting ERA Management Standards is repealed.

Article 4 – Date of application

This decision shall take effect the day following that of its adoption. It shall be published on the Agency's website.

Done at Valenciennes, on 17-01-2019
For the Management Board

The Chairperson
Clio LIÉGEOIS

Annex 1 - ERA Management Standards

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Annex 1

ERA Management Standards

| <i>ERA Management standards</i> | | <i>Internal Control Framework</i> | <i>ISO 9001:2015</i> |
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| <i>1. Mission</i> | 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. | Principle 6: Specifies suitable objectives with sufficient clarity to enable identification and assessment of risks. | 5.2. Quality Policy |
| <i>2. Leadership and commitment</i> | ERA managers demonstrate their leadership and commitment to the Integrated Management System by taking accountability for the IMS and promoting ethical values and continuous improvement. They establish structures, reporting lines and appropriate authorities and responsibilities, in the pursuit of objectives. | Principle 1. Demonstrates a commitment to integrity and ethical values. Principle 2. Management exercises oversight responsibility. Principle 3. Management establishes, structures, reporting lines, and appropriate authorities and responsibilities. | 5.1. Leadership and commitment for the QMS. 5.3 Organizational roles, responsibilities and authorities |
| <i>3. Ethical and organizational values</i> | The Agency promotes and favours the implementation of integrity and ethical values. Management and staff are aware of and share appropriate ethical and organisational values and uphold these | Principle 1. Demonstrates a commitment to integrity and ethical values. Principle 8. Assesses the potential for fraud in assessing risks to the achievement of objectives. | |

| <i>ERA Management standards</i> | | <i>Internal Control Framework</i> | <i>ISO 9001:2015</i> |
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| | <p>through their own behaviour and decision-making.</p> <p>The Agency commits itself to the fair treatment of its staff, as well as of all its external stakeholders.</p> | | |
| <p><i>4. Strategic planning and reporting</i></p> | <p>The Agency establishes its Integrated Management System and its SPD considering the relevant external and internal environment. The Annual Activity Report compiles the accurate information about the results of the year.</p> <p>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.</p> | <p>Principle 6. Specifies suitable objectives with sufficient clarity to enable identification and assessment of risks.</p> | <p>4.1 Understanding the organization and its context</p> <p>6.2 Quality objectives and planning to achieve them</p> <p>7.1 Resources (General)</p> <p>8.1 Operational planning and control</p> <p>9.1.1 General</p> |
| <p><i>5. Risk management</i></p> | <p>The Agency undertakes a regular and effective risk management process with regards to its objectives considering also the potential for fraud to give assurance to achieve the intended results and achieve improvements. Mitigating actions are proportionate to potential effects.</p> | <p>Principle 6. Specifies suitable objectives with sufficient clarity to enable identification and assessment of risks.</p> <p>Principle 7. Identifies and analyses risks to the achievement of its objectives across the organisation.</p> | <p>6.1 Actions to address risks and opportunities</p> |

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| | | <p>Principle 8. Assesses the potential for fraud in assessing risks to the achievement of objectives.</p> <p>Principle 10. Selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable level.</p> | |
| 6. Business Continuity | <p>Adequate measures are in place to ensure continuity of service in case of "business-as-usual" interruption.</p> <p>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.</p> | Principle 10. Selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable level. | |
| 7. Governance | Management supervision is performed to ensure that the implementation of activities is running efficiently and effectively while complying with applicable provisions. | Principle 3. Management establishes structures, reporting lines and appropriate authorities and responsibilities in the pursuit of objectives. | |
| 8. Stakeholder relation management | <p>The Agency identifies its stakeholders and provides products and services with the aim of enhancing stakeholder satisfaction.</p> <p>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</p> | <p>Principle 15. Communicates with external parties about matters affecting the functioning of internal control.</p> <p>Principle 14. Communicates internally information, including objectives and</p> | <p>4.2 Understanding the needs and expectations of interested parties</p> <p>5.1.2 Customer focus</p> <p>7.4 Communication</p> <p>8.2 Determination of requirements related to products and services</p> |

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| | <p>communication is effective, coherent and in line with the Agency's Policy.</p> <p>The Agency acts in the spirit of openness and transparency in relation to its stakeholders.</p> | responsibilities for internal control necessary to support the functioning of internal control. | 9.1.2 Customer satisfaction |
| <i>9. Process management</i> | <p>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.</p> | <p>Principle 9. Identifies and assesses changes that could significantly impact the internal control system.</p> <p>Principle 12. Deploys control activities through corporate policies that establish what is expected and in procedures that put policies into action.</p> | <p>4.3 Determining the scope of the QMS</p> <p>4.4 QMS and its processes</p> <p>6.3 Planning of changes</p> <p>8.5 Production and service provision (except property)</p> <p>8.6 Release of products and services</p> <p>8.7 Control of nonconforming process outputs, products and services</p> |
| <i>10. Human resources management</i> | <p>The Agency plans, organises and manages the human resources based on its objectives, priorities and risks, including sensitive functions.</p> <p>The Agency commits to attract, develop and retain competent individuals in alignment with the objectives by:</p> <ul style="list-style-type: none"> planning staff mobility as to strike the right balance between continuity and renewal; promoting eligible staff after consideration of comparative merits; | <p>Principle 4. Demonstrates commitment to attract, develop, and retain competent individuals in alignment with objectives.</p> <p>Principle 5. Holds staff members accountable for their internal control responsibilities in the pursuit of objectives.</p> | <p>7.1 Resources (HR & organizational knowledge)</p> <p>7.2 Competence</p> <p>7.3 Awareness</p> |

| <i>ERA Management standards</i> | | <i>Internal Control Framework</i> | <i>ISO 9001:2015</i> |
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| | <ul style="list-style-type: none"> • evaluating staff performance against individual objectives, tasks, aspects of competence and conduct; • taking adequate measures shall be taken to strengthen and develop knowledge and skills necessary to achieve the objectives; • performing the tasks and comply with expected standards of competences and conduct; • establish deputising arrangements to ensure business continuity. <p>The Agency enforces accountability by holding staff members and entrusted entities accountable for the performance of internal control responsibilities and taking corrective actions as necessary</p> | | |
| <i>11. Infrastructure management</i> | <p>The Agency determines, acquires, provides and maintains the infrastructure (ICT and facilities) necessary for the operation of its processes to achieve conformity of products and services.</p> <p>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.</p> | Principle 11. Selects and develops general control activities over technology to support the achievement of objectives. Deploys through policies and procedures | <p>7.1 Resources (Infrastructure)</p> <p>7.1 Resources (Environment)</p> <p>8.3 Design and development of products and services</p> <p>7.1 Resources (Monitoring and measurement resources)</p> |

| <i>ERA Management standards</i> | | <i>Internal Control Framework</i> | <i>ISO 9001:2015</i> |
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| <i>12. Finance and procurement management</i> | <p>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.</p> <p>Adequate procedures and controls are in place to ensure that the tender specifications are complete and the purchased products and subcontracted services meet them.</p> | Principle 6. Specifies financial reporting objectives with sufficient clarity to enable identification and assessment of risks. | 8.4 Control of externally provided goods and services |
| <i>13. Data and information management</i> | 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. | Principle 13. Obtains or generates and uses relevant quality information to support the functioning of internal control. | <p>7.1 Resources (organizational knowledge) - see above</p> <p>7.5 Documented information</p> <p>8.5.3 Property belonging to customers or external providers</p> |
| <i>14. Evaluation of activities</i> | 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. | Principle 12. Deploys control activities through corporate policies that establish what is expected and in procedures that put policies into action. | |
| <i>15. Audits</i> | <p>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.</p> <p>The Executive Director ensures that audit recommendations are effectively implemented.</p> | <p>Principle 16. Selects, develops and performs ongoing and/or separate assessments to ascertain whether the components of the internal control are present and functioning.</p> <p>Principle 17. Assesses and communicates internal control deficiencies in a timely manner</p> | 9.2 Internal audit |

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| | | to those parties responsible for taking corrective action, including the management. | |
| <i>16. Integrated management system assessment and improvement</i> | <p>The Management Team exercises oversight responsibility by assessing the effectiveness of its Integrated Management System at least once a year and takes the appropriate actions and decisions.</p> <p>The Executive Director as Authorising Officer oversee the implementation of the IMS and risk management with the aim of providing the Declaration of Assurance on the use of the assigned resources for the intended purposes.</p> | <p>Principle 2. Management exercises oversight responsibility.</p> <p>Principle 16. Selects, develops and performs ongoing and/or separate assessments to ascertain whether the components of the internal control are present and functioning.</p> <p>Principle 17. Assesses and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including the senior management.</p> | <p>9.1.3. Analysis and evaluation</p> <p>9.3 Management review</p> <p>10. Improvement</p> |