

## SMS Good Practice Submission

ANSP	NAV CANADA	Date of submission	November 2023
Contact Details		Email: Dianna.Millar@navcanada.ca	Tel: 1-613-402-3056
SoE Study Area		SA1: Safety Culture	
Best Practice Title		Company culture at NAV CANADA	
In use since		2021	
ANSPs using this practice		NAV CANADA	

In Spring of 2021, NAV CANADA ran a national Safety Culture Survey. In addition to the regular safety culture questions, an additional six questions were added specifically asking about the organizational culture at NAV CANADA. With the results of the safety culture survey, NAV CANADA created the Enhanced Culture Initiative (ECI) in June 2021.

The purpose of the ECI was to bring together representatives from all departments at NAV CANADA to discuss culture for its improvement and enhancement. An ECI Core team comprised of key senior leaders and initiative leads (10 members) was created comprising representatives from Human Resources, Communications, Technology, Operations, and Safety and Quality. The Core team meets regularly to make key decisions on the initiative, discuss culture 'wins' or positive changes that have taken place as well as to collaborate and find ways to continue to improve the 'One Company' mindset.

An ECI Extended Team was created in November 2021. Today it is an inter-departmental, all-level team of 50+ employees from across the country that meet monthly September-June.

To date, the members have supported important culture work, including: Culture Discovery, Employee Value Proposition (EVP), Recognition programs, and Culture in a box.

The expectations of the members are:

- Championing culture within their regions and functional groups
- Participating in focus groups, brainstorming sessions, and providing recommendations to support the development and enhancement of processes, programs, and products for organizational culture
- Gathering and sharing culture insights to support culture monitoring and continuous improvement

ECI provides a discussion forum to understand culture issues and approaches to address them. NAV CANADA has aligned its safety culture work with the broader organizational culture efforts. As such, safety culture elements, such as trust, are worked through with the extended culture team. Another example is the work being done on expected behaviours. The ECI Extended team will be leveraged again to contribute to identifying and defining core employee behaviours and translate those to reflect what they look like when considering safety. Integration of the safety culture work with the organizational culture work means that the organization continues to integrate safety into our values, behaviours, processes, etc. Safety is not a standalone item but an integral part of who we are and what we do.

NAV CANADA's organizational culture impacts the effectiveness of our decisions, the actions we take, and the results we get. Culture is a key enabler in ensuring that our people can work well every day and for years to come. The leadership community at NAV CANADA is committed to building a NAV CANADA culture defined by a clear purpose aligned to shared values with assurance of common employee experiences and milestones. We know that our culture work will be an ongoing requirement. Culture is decided by what we do, what we say, and the choices we make. We inform and decide our culture.

We will continue to work through the ECI and its extended network to look to design and implement solutions that work for the different starting points that people will have across the company. By working together, we can all own our company culture through our everyday actions. NAV CANADA has started a journey to activate an aligned culture that supports the strategic direction for 2022-2026 and beyond.

**By submitting this document, your organisation is willing for the proposed Optimised or Good Practice to be shared with other ANSPs.**

For Good Practices, this document should be sent together with the SoE in SMS questionnaire, to:  
[soe\\_2023@eurocontrol.int](mailto:soe_2023@eurocontrol.int)

Submissions for consideration as Good Practices may also be sent at the same time. They may also be identified during the survey interview sessions with the survey team, following which a Good Practice submission document will be requested.