

SMS Good Practice Submission

ANSP	NAV CANADA	Date of submission	July 2025
Contact Details			
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 Extended Team was created in November 2021. Today it is an inter-departmental, all-level team of 50+ employees that meet monthly September-June.

To date, the members have supported important culture work, including Culture Discovery, Employee Value Proposition (EVP), Recognition programs, Culture in a box, and defining our value-based Company behaviours.

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

It is a forum used for discussion to understand culture issues and approaches to address them is the Extended Culture Team. NAV CANADA has aligned its safety culture work with the organization culture efforts. As such, safety culture elements, such as trust, are worked through with the extended culture team that includes representatives from all areas of the company and all across the country.

Furthermore, safety culture was adopted as a key focus area of the 2025 NAV CANADA Shadow Board. The Shadow Board is made up of 16 employees who provide feedback to executives at regular intervals on key business topics. They provide insights and diverse perspectives to the executive management committee on cultural challenges and opportunities. The Shadow Board has developed recommendations to address the challenge question, "How can NAV CANADA promote a culture that ensures every employee keeps quality and safety at the top of mind as we implement new technologies and strategies?". The Safety and Quality department continues to work collaboratively with the Shadow Board to address this challenge question, including conducting a review with the Shadow Board for their feedback on the Safety and Quality departmental Safety Culture Action Plan, which was developed in response to the department's Safety Culture Survey results.

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 Best Practices, this document should be sent together with the SoE in SMS questionnaire, to:
soe_2025@eurocontrol.int

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