

SMS Good Practice Submission

ANSP	NAV CANADA	Date of submission	July 2025
Contact Details			
SoE Study Area	2.1 Safety Policy 6.2 Safety Risk Management		
Good Practice Title	Risk-Based Corporate Safety Plan		
In use since	2018; structural changes in 2025		
ANSPs using this practice	None		

WHAT IT IS AND WHY IT MATTERS

The Corporate Safety Plan has guided aviation safety improvements at NAV CANADA for several decades. It defines clear safety goals, targets and priorities that align with operational needs, regulatory obligations and the broader safety vision. It also fulfils regulatory requirements for formal safety planning.

PLAN STRUCTURE

Produced annually for the fiscal year (September–August), the Safety Plan includes:

- Safety Priorities and Enablers (new in 2025): Strategic themes reflecting industry priorities, corporate strategy, and enduring areas of safety focus.
- Top Operational Safety Risks: Risks identified through the Corporate Safety Risk Assessment (SRA) process. Safety risks that are also enterprise risks (e.g., cyber, and business continuity) continue to be captured in the Safety Plan but have monitoring status to reduce duplication in reporting to the executive and the Board.
- Closed /Monitored Goals: Goals that have either been achieved during the fiscal year or those that transition to ongoing monitoring.

Each risk in the Plan includes:

- Safety Goals: Medium to long-term (multi-year) goals to drive improvements in safety performance.
- Annual Action Plan: Initiatives to support the achievement of the safety goals during the fiscal year.

Initiatives to support each goal are categorized as:

- Committed Initiatives: Critical to risk mitigation, regulatory compliance or advancing corporate strategies.
- Learning Initiatives: Designed to improve understanding of a risk or opportunity, often resulting in recommendations, reports or plans.

PLAN SUCCESS CRITERIA

The Plan is considered successful if:

- A weighted Initiative completion rate of 90% is achieved.
- The Board of Directors' Safety Committee approves the final status.

WEIGHTED COMPLETION RATE FORMULA

The weighted completion rate is calculated using the following formula:

$$[(\# \text{ of Committed Initiatives completed} \times 60\% / \text{Total number of initiatives in the Plan}) + ((\# \text{ of Learning Initiatives completed} \times 40\% / \text{Total number of initiatives in the Plan})]$$

Additional Considerations:

- Committed Initiatives (60% weight): must meet all associated measures.
- Learning Initiatives (40% weight): Partial credit is awarded if some, but not all measures met.

SAFETY PLAN DEVELOPMENT PROCESS

Aligned with the timing and structure of other enterprise-wide processes, the Safety Plan follows this process, which begins in the previous fiscal year:

1. Establish High-Level Priorities and Enablers: Based on international frameworks and global priorities (e.g. GASP and the CATS Global Vision). These typically remain stable over time.
2. Identify the Top Operational Safety Risks: Identified through the biennial national Corporate Safety Risk Assessment (SRA) with executive-set targets. Risks remain in the Plan until their risk score meets the established target or require sustained mitigation. All risks must align with one of the safety priorities and one or more corporate safety objectives as documented in the long-term safety strategy.
3. Set Goals: Senior leaders define long-term (multi-year) goals that are directly linked to a corresponding risk and underlying risk drivers. This allows the Company to assess progress over time and adjust actions proactively if desired outcomes are not achieved.
4. Define Initiatives: The annual action plan is derived from the multi-year goals and outlines the Initiatives – specific projects or activities – required to support their achievement. Goal Sponsors identify the appropriate subject matter expert(s) (SME), known as OPIs in the Plan, to lead or contribute to the development and execution of the initiatives.
5. Set Measures and Targets: Measures and targets are established for both Goals and Initiatives to assess whether intended outcomes are being achieved. They may be output-based (focused on activities delivered) or outcome-based (focused on impact) and can include a mix of leading and lagging indicators for a balanced view of performance. Goal measures are intended to relate directly to risk drivers and desired safety outcomes. Clear, relevant and measurable targets ensure accountability and support data-based evaluation of progress.
6. Approval 1 (July – Q3 of the preceding fiscal year): Goal approval by Sponsors; full Plan review and endorsement by Safety and Quality (including VP), Executive Management Committee, and formally approved by the Board of Directors' Safety Committee.
7. Update (Sept – Q1 of the Plan year): Final adjustments to reflect any changes in the environment or new information.
8. Approval 2 (Sept – Q1 of the Plan year): Final Board Safety Committee approval - no further edits permitted.
9. Publication (Oct.): The Safety Plan is published company-wide, in both official languages, in an interactive online format (new in 2024).

MONITORING AND REPORTING

Formal oversight by the VP and Chief Safety and Quality Officer, the Accountable Executive, and the Board of Directors' Safety Committee every quarter:

1. OPI updates: Every quarter, Initiative OPIs, supported by Goal Sponsor, submit updates through an online tool. Updates include a short narrative, year-end forecast, and status of each measure. In Q1, OPIs also estimate the expected completion quarter. Safety and Quality reviews the submissions and supporting evidence, which feeds into the PowerBI dashboard used for monitoring.
2. Quarterly Reports (Q1-Q3): Each quarter, a written report is provided to the Board, summarizing year-to-date completion status, year-end forecasts, and initiatives completed, along with their safety impact where applicable. It also flags emerging issues or anticipated challenges and gives early notice of any potential requests for year-end Plan changes due to significant or unforeseen events. Results are shared with all staff via a PowerBI dashboard.
3. Mid-Year Review: Q2 meeting (or email process) with all Goal Sponsors to review status as well as the year-end forecast. This meeting is particularly important when the internal and/or external environment changes suddenly, as the impacts on the achievement of the Safety Plan will need to be discussed with the Board of Directors Safety Committee.
4. Q4 Check-In: Final forecast and resource adjustment opportunity.
5. Year-End Report: Comprehensive summary of Plan performance and lessons learned, including a formal opinion by the Vice-President and Chief Safety and Quality Officer

6. Year-End Summary: Published in both official languages, highlights from both the current and previous year's Safety Plan, distributed to employees and the Regulator.

EXAMPLES

Two examples of goals and associated initiatives are provided below.



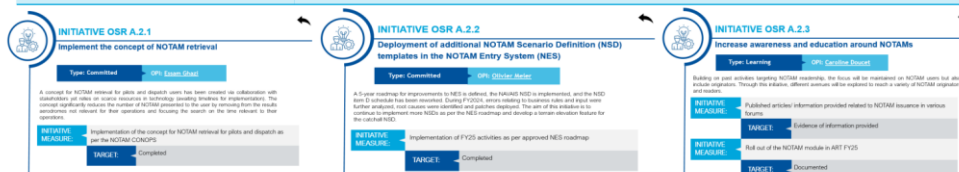
OSR #A: Critical information is missed due to the inability to effectively filter, sort and display NOTAMs at position

Risk Owner: VP & Chief of Operations Risk Rating: Moderate-to-High

GOAL OSR A.2: Improve stakeholder retrieval of NOTAM

Goal Sponsor: [Vanessa Robertson](#) / [Mark Libant](#) / [Raveendra Kuruneru](#)

Goal Measures	Target	Target Completion
Improve the relevancy of NOTAMs provided to users.	Reduction in percentage of irrelevant NOTAMs included in results for key test cases as measured against an FY2023 baseline.	15% reduction by FY2026
Correct application of business rules for NOTAM	Reduction in business rule errors over time as measured against an FY2023 baseline.	50% reduction by FY2026
Number of NOTAM FIC Data Entry Errors	The report on Data Entry Errors made within the NES is completed.	All mitigations for SI 2021-001 completed in FY2023 Plan for error mitigation developed in FY2025 Implementation of plan starting FY2025 (complete date in accordance with the plan)



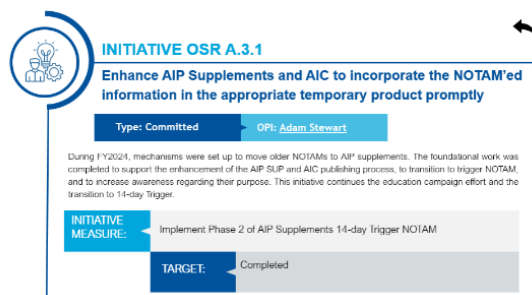
Quality Indicators (Retrieval):

A reduction in the percentage of irrelevant NOTAMs as measured against key test cases. Test case flight plans are being registered to ascertain the benchmark number of NOTAMs that are returned. As changes are made to technology, these flight plans will be re-entered to see if the number of returned NOTAMs reduces proportionately to the number of NOTAMs in the system at any time. The number of NOTAMs being returned in CFPS will be compared to those returned by third party applications to see what further upgrades to NAV CANADA technology can be made.

GOAL OSR A.3: Reduce the volume of NOTAMs in force

Goal Sponsor: [Christopher Bowden](#)

Goal Measures	Target	Target Completion
Number and percentage of NOTAM in force that are old (> 6 months) and very old (> 12 months)	Downward trend year over year against FY23 baseline	Reduce the number of old NOTAM in force by 15%; and Reduce the average age of old NOTAM by FY2026



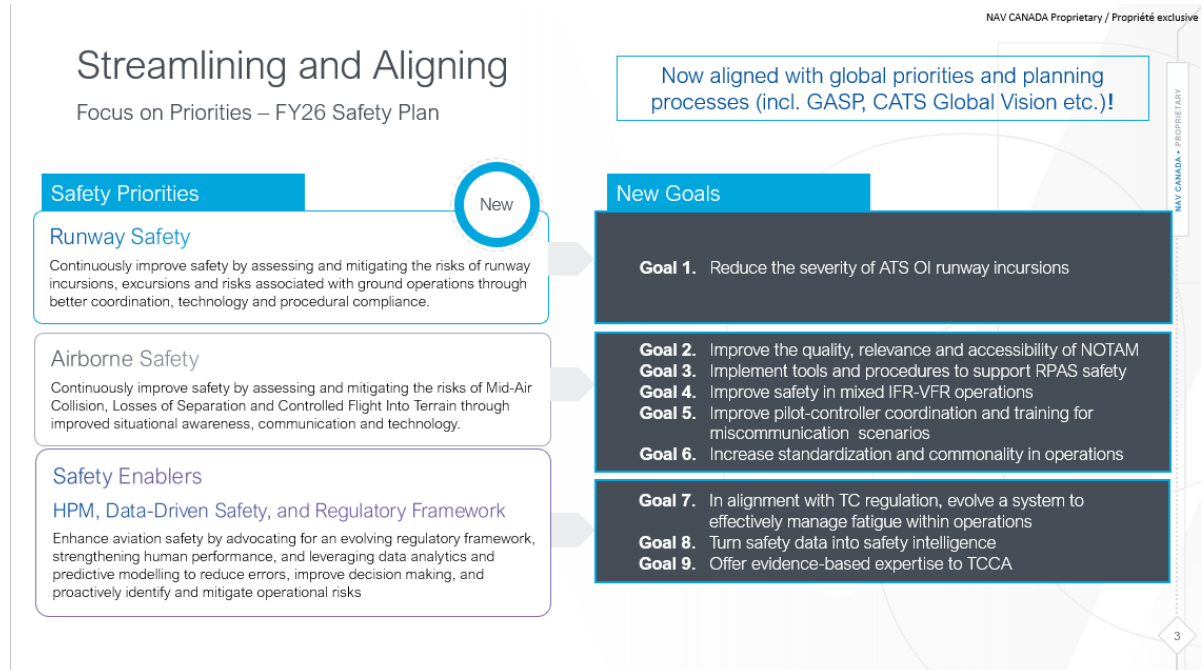
Quantity indicators (NOTAM in force / Aging NOTAM):

- NOTAM that are making a permanent change that were older than 365 days decreased by approximately 80% since the implementation of mitigations (2021). (keeping in mind that the volume fluctuates daily). max average age: 206 days; min average age 87 days; March 2025: 92 days.
- The average age of NOTAM promulgating the failure of an obstacle light is fluctuating however the number of very old NOTAM (5+ years) has decreased (from approx. 25 in 2022 to 2 in 2025).

- The average age of NOTAM pertaining to other domains (not obstacle and not permanent) is trending up.

GRAPHICAL REPRESENTATION OF PRIORITIES AND GOALS

A graphical summary of the priorities and goals is also provided below.



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

For Optimised 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.