CORPORATE SAFETY PLAN 2017-2018
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Since the inception of NAV CANADA, 20 years ago this past November, safety has been the common thread that links each and every Company activity. In fact, twenty years ago we published our first Corporate Safety Plan. In doing so, we took a bold step in declaring our commitment to safety through a public pronouncement to our Board of Directors, stakeholders and customers that we would actively strive to enhance NAV CANADA’s safety performance.

At that time, there were no regulations requiring us to produce such a plan, and in general, the aviation industry did not develop or publish safety plans. In many respects, we were leading the way.

As I look back over the past 20 years, that commitment and dedication to safety is clear in all that our people have accomplished and the resulting improvement in our safety performance.

Over that time, the five-year average rate of IFR-to-IFR losses of separation per 100,000 movements decreased from over 1.0 in 1996 to 0.68 as August 31, 2017. For over a decade, we have maintained a rate that is one of the lowest among major global air navigation service providers.

This remarkable result is a testament to our dedicated and skilled employees. NAV CANADA people are committed to excellence – they understand the importance of what they do for a living, and the importance of doing it well. Our people take ownership of safety; it begins with the individual, extends to teams and units, and reaches across the entire Company.

The Corporate Safety Plan plays a vital role in ensuring that we continue to lead the way in safety; and as we embark on modernizing the Plan, we look towards the future with a continued commitment to safety.

Safety Goals

The Corporate Safety Plan defines how we will continue to strengthen safety management across our air navigation system.

The activities outlined in these pages aim to reduce risks resulting from the provision of air navigation services to a level as low as reasonably practicable.
In the upcoming fiscal year, we aim to:

- support the integration of safety data into NAV CANADA’s Safety Management System;

- validate the alignment of Business Continuity and Business Resumption Plans with Emergency Management Program methodologies; and

- modernize the Corporate Safety Plan.

I have highlighted below several key initiatives contributing to safety improvements. I encourage you to read about them, and more about our planned activities for fiscal 2017-2018, outlined within this document.

**Improved Communication Tools**

Our applications continue to deliver safety benefits, such as our mandatory briefing application, which provides controllers and flight service specialists with access to the briefings they must review prior to occupying an operational position. The delivery of mandatory verbal briefings is also tracked through this application.

The same application lets managers and supervisors confirm at a glance that employees have read their briefings, have received their verbal briefings, and that their medical certificates remain valid. All of this functionality gives added confidence that employees have received the information critical to their positions, and removes the administration of managing paper copies. The aim is to have the mandatory briefing application in place at every operational unit by the end of fiscal 2018, and to expand its use to other groups.

Technical Operations currently uses this tool as a means to expedite the communication of important safety-related information in the air traffic management (ATM) environment, such as containment actions after a safety related event. This increases the Technologists’ awareness of time sensitive information allowing them to further minimize unwanted events within the air navigation system. The use of the mandatory briefing application will initially target the ATM environment, with options to expand to CNS in the future.
Addressing Operational Risks

Canada’s aviation environment is constantly shifting as technology, customer operations change, and international standards evolve to safely address those needs. As part of its ongoing review of the environment, NAV CANADA identified some of the key risk areas to operational safety as:

- the use of unmanned aerial vehicles (UAVs) in controlled airspace;
- runway incursions;
- the language proficiency of student pilots at Canadian flight training schools;
- new and experienced instructors will not be able to successful qualify or certify new employees resulting in staff shortages;
- the simultaneous loss of multiple pieces of equipment as IP-based telecommunications infrastructure is adopted;
- retaining technologists’ knowledge and skills as maintenance needs reduce;
- a backlog of modification requests for operational systems; and
- the rollback of software upgrades due to unforeseen system behaviour.

Each of these risk areas are being addressed through a range of mitigation plans, from working with Transport Canada to develop new regulations on the use of UAVs, to new technology, to process improvements to assure software upgrades are successfully deployed the first time.

These risks are identified so that we never rest on past accomplishments, but rather look to the future, to continue delivering the safest aviation environment to Canada’s flying public possible, and the best working environment for our employees.

Space Based ADS-B

NAV CANADA is actively working with Aireon on various testing protocols while moving forward with our own preparations to provide air traffic services using space-based ADS-B surveillance. After the successful launch of the first
10 satellites in early 2017, we began incorporating live data into its testing protocols. Once system acceptance testing is complete, we will be able to use Aireon data to increase our surveillance of oceanic and other remote airspace, allowing for more seamless operations and improved situational awareness.

Using the additional information from Aireon with our advanced ATM decision support tools may help to mitigate some errors, such as altitude deviations, as soon as they happen, and may in some cases prevent them from happening altogether. With heightened surveillance of aircraft, separation standards can safely be reduced to provide our customers with the most efficient flight paths, saving them time and fuel.

**Performance Based Navigation**

As new technology becomes available, it enables our people to develop and employ improved procedures and practices to maximize the safety and efficiency benefits provided by these advancements.

One such technology is performance-based navigation (PBN). Air navigation service providers around the world are making the transition from traditional navigation, using ground-based sensors, to PBN.

The implementation of PBN across Canada is aimed at using the most appropriate navigation specification, whether it is Area Navigation (RNAV) or Required Navigation Performance (RNP).

NAV CANADA continues to develop and publish RNAV procedures across Canada and has implemented RNP AR (Authorization Required) procedures at seven airports across Canada, with several more planned during the upcoming fiscal year. To date, we have published over 1,000 RNAV procedures nationally.

The introduction of more PBN based arrivals reduces the amount of intervention required by ATC and allows greater predictability for airlines. When a pilot can accurately predict descent paths, speed changes and cleared level offs at intermediate altitudes on a STAR and/or an instrument approach procedure, the pilot can manage the energy of the aircraft effectively through the use of thrust, delayed flap selection and landing gear extension to maintain the quietest flight profile possible. Most importantly PBN based arrivals reduce the likelihood of unstabilized approaches.
Safety Pillars

NAV CANADA’s Safety Pillar concept was introduced together with the Team Supervisor Leadership Program, to support a strong safety culture. The concept adopted six principles that set the foundation for how it would operate: integration of safety procedures; build on existing safety processes; collaboration across units and specialities; collaboration across the industry; clear lines of communication; and national consistency in key tasks and activities.

These principles are applied through four procedures:

1. SMS follow-up with operators;
2. recommendations for safety investigation mitigation of findings;
3. review of published mitigations with the involved employee; and
4. the maintenance of an annual unit/speciality safety map (2 or 3 issues) with an action plan.

Now that every unit and specialty has a Safety Pillar Representative, the focus in fiscal 2017-2018 is on the safety related issues provided by each unit or specialty, so that one location that has addressed an issue can help another to resolve it.

Supporting Our People

Safety begins with our people, and the continuing strong results will only be achieved by their exceptional knowledge, dedication and competence. To support this, the Just Culture philosophy is being extended into our training practices. We are confident this will support training success, and create an environment that allows employees to reflect and learn from both successes and failures.

A broader review of policies, practices and training is also underway to strengthen our learning culture. This starts with developing curriculums for each type of operational rating or service, to provide instructors and course developers with comprehensive frameworks for training delivery to ensure all safety critical items are covered.
Part of this review includes the recently implemented Competency Retention program for technologists. It is focused on maintaining their skills, and supporting them to work on new equipment as our technology advances. As this program evolves, it will ensure our technologists are confident and capable to respond to equipment failures.

Putting People First

I am confident that people–first initiatives, such as those described above, have a real impact on human performance, and on operational safety across our air navigation service.

I would like to thank each and every one of our employees for all they do to contribute to the safety of our air navigation system. We will continue to do everything possible to support them so that they can continue to perform their work efficiently, effectively and, above all, safely.

NEIL WILSON
PRESIDENT AND CEO
A MESSAGE FROM THE VICE PRESIDENT, SAFETY AND QUALITY

After a full year as Vice President, Safety and Quality, I am thrilled by what we have achieved, where we stand today, and the opportunities that exist to move forward in the future. Our industry is dynamic and never stays still, and neither do we.

Many of the safety teams across NAV CANADA have been brought together, building a centre of excellence with a broader sharing of expertise to better guide and support the operational groups and, in turn, all of our people who provide safe and efficient air navigation services.

As part of our efforts to improve this connection, I look forward to next fiscal year’s launch of a new Corporate Safety Plan, which is being redesigned to bring an updated perspective on safety.

New goals, being selected early in the year, will be driven by the risk profile, linked to both the departmental business plans and strategic initiatives, to establish clear links between operational activities and our overarching strategic objective.

This past year’s Safety Awareness Campaign, an annual event to promote key components of operational safety, called upon employees to send in questions and concerns regarding operational safety.

The Campaign received over 300 questions related to how the Company works, why things are the way they are, and why some of our processes have been put into place. The sheer volume of submissions confirms our employees’ interest in safety and demonstrates how important it is to everyone, in all areas of our business. It shows that our culture and mindset is exactly where we want it to be.

Continuously questioning and challenging ourselves is a good thing for NAV CANADA. It makes sure we remain one of the safest air navigation service providers in the world, and for that I want to thank all our employees.

LARRY LACHANCE
VICE PRESIDENT, SAFETY AND QUALITY
Vision

NAV CANADA’s vision is to be the world’s most respected ANS:

- in the eyes of the flying public for our safety record;
- in the eyes of our customers for our fee levels, customer service, efficiency and modern technology; and
- in the eyes of our employees for establishing a motivating and satisfying workplace with competitive compensation and challenging career opportunities.

Mission Statement

To be a world leader in the provision of safe, efficient and cost effective air navigation services on a sustainable basis while providing a professional and fulfilling work environment for our employees.

Overarching Corporate Safety Objective

The Company will achieve its Mission by:

Maintaining a safety record in the top decile of major ANSPs worldwide.*

NAV CANADA Strategic Safety Goal

To reduce safety risks resulting from the provision by NAV CANADA of Air Navigation Services and products to a level as low as reasonably practicable.

Safety Philosophy

Many accidents are organizationally based and as such the Safety Management System (SMS) must integrate technical and operational systems with financial and human resource management.

*This is the first of six Overarching Corporate Objectives.
NAV CANADA is responsible for facilitating the safe movement of thousands of aircraft and their passengers, each day, as they travel through Canadian-controlled airspace. Safety is the critical factor in the Company’s management and operation of Canada’s Air Navigation System (ANS), and it is applied through an integrated and collaborative process focusing on clear channels of communication.

Safety Management

What do we mean by safety? Safety is the state in which the risk of harm to persons, or of property damage, as a result of an aircraft incident or accident, is reduced to, and maintained at or below a level as low as reasonably practicable.

We know that failures and errors will occur in spite of our best efforts to avoid them. No human activity or human-made system can be guaranteed to be absolutely safe or free from risk. There will always be risk inherent to aviation, but we can do our best to manage operational safety risk through the continuing application of an appropriate and effective Safety Management System (SMS).

Our Safety Management System provides an organized approach to managing safety risks, including the necessary organizational structures, accountabilities, philosophies, policies, procedures and processes. These systematic and comprehensive processes and procedures provide assurance that safety management is proactive, effective, efficient, and integrated across groups and functions.

NAV CANADA’s Safety Management System was first implemented in 1997, and has continued to evolve. Our Safety Management System covers not only operational sectors but all functional groups. Its effectiveness is grounded in the understanding that safety is a part of every employee’s responsibility.

System Characteristics

The NAV CANADA Safety Management System begins with a philosophy that many accidents are organizationally based, and must encompass technical and operational systems, and financial and human resource management.

It includes our strategic safety goal – to reduce risks to a level as low as reasonably practicable (ALARP) – and an understanding that everyone has a responsibility to contribute to the achievement of that goal.
Within the system, there is widespread recognition that safety has the highest priority over commercial, operational, environmental or social pressures.

Finally, there is a commitment to the management of safety risks related to projects and programs as well as to service and product delivery.

What It Looks Like

The NAV CANADA Safety Management System consists of five key elements:

- Safety Planning: assuring that safety management activities at the corporate, group and project level are integrated, purposeful, appropriate and measurable.

- Operational Risk Management: applying suitable risk management techniques, and employing system safety and Human Factors concepts systematically and effectively to reduce safety risks to a level as low as reasonably practicable.

- Exchange of Safety Information: using processes to share safety-related data and knowledge internally and externally to assure risks are at a level as low as reasonably practicable, and to improve the Company safety culture.

- Safety Performance Measurement: developing, reviewing and analyzing safety performance measures at all levels to give meaningful feedback to management that can be used to enhance Company safety performance.

- Safety Management Assurance: providing assurance that risks are properly managed, and that risk management and safety management decision-making are consistent, rigorous and subject to independent evaluation.

Underpinning all these elements is a Human Factors Framework. This framework recognizes that almost all incidents or accidents involve some form of human error, and places emphasis on underlying causal factors such as organizational or local workplace conditions or a changing environment that may harbour potential hazards or system deficiencies.

As with any management system, the people applying it need to have the necessary knowledge and skills to do so. As NAV CANADA’s SMS continues to evolve and improve, there is an ongoing requirement to educate and train people.
# NAV CANADA SAFETY PHILOSOPHY

Accidents are organizationally based and as such the Safety Management System must integrate technical and operational systems with financial and human resource management.

# NAV CANADA SAFETY PRINCIPLES

<table>
<thead>
<tr>
<th>SAFETY GOAL</th>
<th>SAFETY PRIORITY</th>
<th>SAFETY RESPONSIBILITY</th>
<th>SAFETY MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>To reduce safety risks resulting from the provision by NAV CANADA of air navigation services and products to a level as low as reasonably practicable.</td>
<td>Safety is given the highest priority over commercial, operational, environmental or social pressures.</td>
<td>Everyone has a responsibility to contribute to the achievement of the safety goal.</td>
<td>Proactive, systematic, explicit and coordinated management of safety risks.</td>
</tr>
</tbody>
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# NAV CANADA SAFETY MANAGEMENT SYSTEM

- Systematic and comprehensive processes and procedures for managing safety risk.
- Assures that safety management is proactive, robust, effective, efficient and integrated across groups and functions.
- Supports the achievement of the safety goal.

<table>
<thead>
<tr>
<th>SAFETY PLANNING</th>
<th>OPERATIONAL RISK MANAGEMENT</th>
<th>EXCHANGE OF SAFETY INFORMATION</th>
<th>SAFETY PERFORMANCE MEASUREMENT</th>
<th>SAFETY MANAGEMENT ASSURANCE</th>
</tr>
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<tbody>
<tr>
<td>Planning and management of corporate, group and project safety management activities.</td>
<td>Systematic and effective application of suitable risk-management techniques, employing system safety and Human Factors concepts.</td>
<td>Processes used to openly exchange safety–related data and knowledge externally and internally to the Company.</td>
<td>Development, review and analysis of safety performance measures at all levels of the Company.</td>
<td>Means for providing assurance that risks are being properly managed.</td>
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A Strong System

The NAV CANADA Safety Management System provides a strong, flexible backbone from which systematic and comprehensive processes and procedures for managing risk can be developed, applied and evaluated.

It also provides a common support structure with clear elements, and a concise direction that allows all functional groups to work towards integrated implementation of effective safety management activities.

These activities change often, evolving to address new and shifting safety challenges in the continuously changing world of aviation. This is reflected in the changing goals and objectives in the NAV CANADA Corporate Safety Plan over the past decade, and demonstrates a robust, proactive, reactive and coordinated system.

These shifting priorities reflected at a functional group level as goals and objectives are integrated into department planning documents, tasks and personal objectives. In turn, these functional groups provide key input based on operational experiences that allow the strategic development of corporate safety goals and objectives.

It is this kind of open communication system, where employees understand that safety is a part of everyone’s job and applies to everything we do at NAV CANADA, which helps us to make a safe system even safer.

Improving Performance

Indeed, the real key to continuous improvement of NAV CANADA’s safety performance rests with our employees. The most advanced technology and infrastructure, the highest standard of training and procedures, the adherence to regulatory requirements – all contribute in important ways to safety performance, but it would all be for naught without the strong, Company-wide safety culture that rests with our employees.

NAV CANADA employees contribute to the SMS by following both the operational and safety policies and procedures that apply to their duties. They also help improve Company safety performance by identifying and reporting hazards and system safety deficiencies and by assisting where appropriate to identify and implement remedial actions.

Safety takes a team effort, and our employees understand that they have a critical role to play in improving safety performance and assuring an effective and ever improving Safety Management System.
SAFETY GOALS AND OBJECTIVES

This section identifies the four NAV CANADA safety goals, and related objectives.

To achieve these goals, we identify objectives that must be reached by the end of each fiscal year. This fiscal year, there are a total of eleven objectives. Tasks and activities related to these goals and objectives are listed in the next section.

These safety goals and objectives were developed in consultation with frontline managers (from Operations, Technical Operations and Engineering) across the Company. Since these managers are responsible for the application of SMS activities at their sites, they can provide a broader perspective on safety risks and help us to focus in on our priorities.

GOAL 1
Support the integration of safety data into NAV CANADA’s SMS.

One of the major issues relevant to all companies is the ability to access accurate, timely and relevant data to facilitate appropriate decisions. This challenge has resulted from an increasingly complex array of dissimilar technologies, platforms and data definitions. Data governance is an ongoing challenge that NAV CANADA must effectively manage, and develop the appropriate strategies to solve, which becomes more prevalent as more data is made available.

Between fiscal years 2015 and 2018, the goal is to deliver a system that provides the ability to capture, manage, analyse and share safety data in order to improve process efficiencies related to the SMS, provided such a system can be developed and implemented at a reasonable cost. The system is intended to improve the access to SMS data as well as the ability to share SMS information in order to gain new insights and apply lessons learned to enhance our safety capabilities.

OBJECTIVE 1: Complete the deployment of Investigation capabilities.

The data collection and workflows needed to investigate aviation incidents will be introduced to the NAV CANADA Safety Information System (NC-SIS). Containing all information associated with an incident within NC-SIS will bring improvements to the analysis, investigation and initial entry processes.
OBJECTIVE 2: Launch the deployment of Hazard Identification and Risk Assessment (HIRA) capabilities.

Development of capabilities to automate the HIRA process will begin. Automation will include the capture and sharing of HIRA data and automate workflows.

OBJECTIVE 3: Introduce mobile capabilities.

Development, testing and deployment of mobile capabilities to support Non-Routine Event data entry and dashboards will be completed. Mobile capabilities will improve access and timeliness of NAV CANADA safety information.

OBJECTIVE 4: Facilitate the changes associated with NC-SIS.

NC-SIS will continue to roll-out new capabilities that will begin to affect the existing processes and the people working them. The change management activities will facilitate the awareness, understanding and acceptance of the change by stakeholders and equip users with the necessary training to be ‘ready and able’ to adopt and sustain the change.

GOAL 2
Validating the alignment of Business Continuity and Business Resumption Plans with Emergency Management Program methodologies.

The NAV CANADA Emergency Management Program is designed to ensure that the Company has in place comprehensive and consistent plans to be used to respond to and manage any incident having the potential to impact business operations. It helps NAV CANADA protect the Company’s interests, reputation, assets, employees and their families; prepare the Company to respond to, and address, communications; and minimize the impact of any type of incident.

While staffed sites are prepared for an emergency, this preparation can still be improved through integration across business areas and between sites. As part of this goal, regional business resumption plans will be updated to align with the national Emergency Management Program methodology. Processes will be established to maintain these plans and provide associated training for staff.
OBJECTIVE 5: **Conduct a verification and validation of the Business Resumption Plan at one ACC and one major tower.**

This objective will see the conduct of a small scale verification and validation of the Business Resumption Plan for one ACC and one major tower. The lessons learned from this exercise can then be shared nationally and incorporated where needed, into existing Business Resumption plans.

OBJECTIVE 6: **Establish a quality assurance framework for the Emergency Management Program.**

The Emergency Management Program has committed to deliver a quality assurance framework that will allow for greater program assurance to confirm the readiness posture of the Company to respond to major disruptive events, or emergencies. As part of this framework, there will be a program performance management report that will track and report to EMC via the Emergency Management Program Steering Committee, all major planning aspects related to the Emergency Management Program framework. This objective will establish the quality assurance framework and associated reporting processes for the Emergency Management Program.

**GOAL 3**

**Modernize the Corporate Safety Plan.**

The Corporate Safety Plan has been a foundation for NAV CANADA’s improvements in safety for over 15 years. It has provided the impetus for numerous improvements to operational safety, from the implementation of a Safety Management System, through to the Normal Operations Safety Survey and the ongoing development of the NAV CANADA Safety Information System. These activities have led to the mature SMS that we have today, with well-defined and understood processes for the management of operational risks to a level as low as reasonably practicable.

Through all this change, the Corporate Safety Plan itself has remained consistent in concept and form. With several of the existing goals scheduled to close in fiscal 2016-2017, there is an opportunity to review the focus for the Plan in order to ensure the best support for the Company’s intended direction.
OBJECTIVE 7: Update the Corporate Safety Plan documents.

A new approach to safety planning was approved in fiscal 2017, which will be implemented along with new Corporate Safety Plan goals in the 2018–2019 fiscal year. This new approach broadens the scope of the Plan from SMS improvements to both SMS and operational safety improvements, and links those improvements directly to the risks being addressed. It also defines a new suite of measures used to determine whether each goal, and its associated objectives, is successfully achieved.

While the new Plan’s content has been identified, the documents to communicate that content have yet to be addressed. This objective will determine the right mixture of paper and electronic methods for communicating the Plan, then design and publish that new content.

OBJECTIVE 8: Establish new goals for the Corporate Safety Plan.

This objective begins the implementation of the new approach to safety planning. It will set the next goals to be included in the Corporate Safety Plan, starting in the 2018–2019 fiscal year.

GOAL 4

Monitor areas of the Service Delivery annual risks.

As part of its efforts to maintain the safety of Canadian skies, NAV CANADA looks internally to identify the risks inherent in its operations and determine how those risks can be reduced. These risks are identified so that we never rest on past accomplishments, but rather look to the future, to continue delivering the safest aviation environment to Canada’s flying public possible, and the best working environment for our employees.

In this year’s Annual Risk Assessment, Service Delivery has identified eight (8) areas of potential safety risk: competency retention, network monitoring, unmanned aerial vehicles (UAVs), runway incursions, language proficiency, training instructor preparedness, backlog of modification requests, and quality of software upgrades. This goal will implement methods to monitor the effective mitigation of these risks over time.
OBJECTIVE 9: **Monitor key risks to the Operations Group.**

Four risks were identified that may affect operational safety: unmanned aerial vehicles (UAVs), runway incursions, language proficiency of student pilots, and Air Traffic Services training instructor preparedness. This objective will determine the approaches necessary to mitigate these risks, and establish success criteria to measure the effectiveness of those mitigation approaches.

OBJECTIVE 10: **Monitor key risks to the Technical Operations Group.**

The Technical Operations Group identified two risks that may affect its ability to support operational safety: competency retention, network monitoring. This objective will determine the approaches necessary to mitigate these risks, and establish success criteria to measure the effectiveness of those mitigation approaches.

OBJECTIVE 11: **Monitor key risks to the Engineering Group.**

NAV CANADA’s Engineering Group identified two risks that may affect its ability to support operational safety: the backlog of modification requests, and the quality of software upgrades. This objective will determine the approaches necessary to mitigate these risks, and establish success criteria to measure the effectiveness of those mitigation approaches.
GOAL 1
Support the integration of safety data into NAV CANADA’s SMS.

OBJECTIVE 1: Complete the deployment of Investigation capabilities.

Complete the requirements for the NC-SIS Investigation capabilities.
  Lead: Information Management
  Supported by: Engineering, Operations, Safety and Quality, Technical Operations

Complete the solution’s build.
  Lead: Information Management
  Supported by: Safety and Quality

Test the Investigation solution.
  Lead: Information Management
  Supported by: Engineering, Operations, Safety and Quality, Technical Operations

Deploy the Investigation solution.
  Lead: Information Management
  Supported by: Engineering, Operations, Safety and Quality, Technical Operations

OBJECTIVE 2: Launch the deployment of Hazard Identification Risk Assessment (HIRA) capabilities.

Complete the requirements for the NC-SIS HIRA capabilities.
  Lead: Information Management
  Supported by: Engineering, Operations, Safety and Quality, Technical Operations

Complete the solution’s build.
  Lead: Information Management
  Supported by: Safety and Quality
Test the HIRA solution.
   **Lead:** Information Management
   **Supported by:** Engineering, Operations, Safety and Quality, Technical Operations

Deploy the HIRA solution.
   **Lead:** Information Management
   **Supported by:** Engineering, Operations, Safety and Quality, Technical Operations

**OBJECTIVE 3:** **Introduce mobile capabilities.**

Complete the mobile-related requirements for the NC-SIS.
   **Lead:** Information Management
   **Supported by:** Engineering, Operations, Safety and Quality, Technical Operations

Complete the solution’s build.
   **Lead:** Information Management
   **Supported by:** Safety and Quality

Test the mobile solution.
   **Lead:** Information Management
   **Supported by:** Engineering, Operations, Safety and Quality, Technical Operations

Deploy the mobile solution.
   **Lead:** Information Management
   **Supported by:** Engineering, Operations, Safety and Quality, Technical Operations

**OBJECTIVE 4:** **Facilitate the changes associated with NC-SIS.**

Develop change management plans for investigation, HIRA, and mobile capabilities.
   **Lead:** Communications
   **Supported by:** Engineering, Information Management, Safety and Quality, Operations, Technical Operations

Develop training plan/approach for HIRA and mobile capabilities.
   **Lead:** Communications
   **Supported by:** Engineering, Information Management, Safety and Quality, Operations, Technical Operations
Implement communications and engagement plans to build stakeholders’ awareness and commitment for new NC-SIS capabilities.

**Lead:** Communications

**Supported by:** Engineering, Information Management, Safety and Quality, Operations, Technical Operations

Complete end-user training for HIRA and mobile capabilities and conduct change readiness assessments for each new capability.

**Lead:** Communications

**Supported by:** Engineering, Information Management, Safety and Quality, Operations, Technical Operations

Implement the transition plan as new capabilities go live and assess change effectiveness of the new capabilities.

**Lead:** Communications

**Supported by:** Engineering, Information Management, Safety and Quality, Operations, Technical Operations

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**GOAL 2**

Validate the alignment of Business Continuity and Business Resumption Plans with Emergency Management Program methodologies.

**OBJECTIVE 5:** Conduct a verification and validation of the Business Resumption Plan at one ACC and one major tower.

Develop and deliver a small-scale emergency response exercise that impacts service delivery at one ACC and one major tower.

**Lead:** Service Delivery

**Supported by:** Legal and Corporate Services, Safety and Quality

The Emergency Management program will develop a KPI reporting template to aggregate performance metrics and communicate it to the Steering Committee.

Lead: Legal and Corporate Services
Supported by: Internal Audit, Safety and Quality

GOAL 3
Modernize the Corporate Safety Plan.

OBJECTIVE 7: Update the Corporate Safety Plan documents.

Finalize the data model and visualization approach for the Corporate Safety Plan.

Lead: Safety and Quality
Supported by: Information Management

Implement a method for sharing the Corporate Safety Plan internally.

Lead: Safety and Quality
Supported by: Communications

Write a transition plan to support the new Corporate Safety Plan.

Lead: Safety and Quality
Supported by: Communications

Finalize the content and template for the Corporate Safety Plan’s companion document.

Lead: Safety and Quality
Supported by: Communications

Finalize procedures for producing the Corporate Safety Plan’s companion document.

Lead: Safety and Quality
Review and recommend improvements for the distribution of the Corporate Safety Plan’s companion document.

Lead: Safety and Quality

OBJECTIVE 8: Establish new goals for the Corporate Safety Plan.

Update the process for establishing goals and objectives.

Lead: Safety and Quality

Establish goals and objectives for the Corporate Safety Plan fitting the new scope.

Lead: Safety and Quality
Supported by: Engineering, Information Management, Legal and Corporate Services, Operations, Technical Operations

Establish and implement a method for integrating the Corporate Safety Plan with other Company plans.

Lead: Safety and Quality
Supported by: Engineering, Operations, Technical Operations

Review and update the process for establishing goal and objective measures.

Lead: Safety and Quality

Produce the fiscal year 2019 Corporate Safety Plan.

Lead: Safety and Quality
Supported by: Communications

GOAL 4
Monitor areas of the Service Delivery annual risks.

OBJECTIVE 9: Monitor key risks to the Operations Group.

Identify mitigation approaches for the Operations Group’s risks.

Lead: Operations
Establish success criteria for each mitigation approach and methods of measuring those criteria.
   Lead: Operations
   Supported by: Safety and Quality

**OBJECTIVE 10:** Monitor key risks to the Technical Operations Group.

Identify mitigation approaches for the Technical Operations Group’s risks.
   Lead: Technical Operations

Establish success criteria for each mitigation approach and methods of measuring those criteria.
   Lead: Technical Operations
   Supported by: Safety and Quality

**OBJECTIVE 11:** Monitor key risks to the Engineering Group.

Identify mitigation approaches for the Engineering Group’s risks.
   Lead: Engineering

Establish success criteria for each mitigation approach and methods of measuring those criteria.
   Lead: Engineering
   Supported by: Safety and Quality