



MEMORANDUM / NOTE DE SERVICE

DATE: 17 September 2007

TO/À: All Represented Employees

SUBJECT/OBJET: WORKING TOGETHER TO IMPROVE EMPLOYEE ENGAGEMENT

The 2004 and 2006 employee engagement surveys found that only a small portion of NAV CANADA's workforce is fully engaged. Although the 2006 results are moving in the right direction, the leadership of both the EMC (Executive Management Committee) and NCBA (NAV CANADA Bargaining Agents Association) agreed that significant effort is required to improve engagement levels. On August 13th and 14th, 2007 members of these two groups met for the third time to set out medium and long term opportunities to improve employee engagement.

John Crichton, President and CEO, gave the keynote address at the meeting and outlined the impact and value that building a Customer Value Proposition has had on the company's ability to focus and deliver business results. "Safety, Service, and Cost Effectiveness" are the key words used by our customers to describe NAV CANADA as a world leader in this industry. Mr. Crichton pointed out the need to focus our energy on building an Employee Value Proposition to demonstrate to our unions and employees that we are serious about creating an environment that provides meaningful work, and is both engaging and satisfying.

The group spent the balance of the two days discussing leadership principles and drafting the foundation of what will become NAV CANADA's Employee Value Proposition. This written statement attempts to describe the kind of work environment we are trying to create at NAV CANADA. It translates corporate vision, values, and strategic objectives into more specific language that can help create people oriented programs and practices that will directly support our success as an organization and our people. The premise behind this work is that we need to tangibly describe what employees should expect from the organization by way of a "work experience".

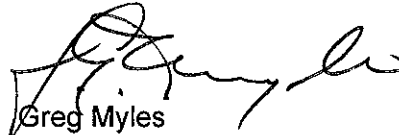
A second and significant activity undertaken by the group was the development of a document that will clearly outline the qualities of effective leadership and the expectations that NAV CANADA has of its managers. The survey reported that there is a lack of clarity in this area. Without clear expectations, many of our people programs will fail. This document, once final, should provide clarity for all.

Next steps include finalizing a draft of the Employee Value Proposition and the Role of the Leader documents with a small subset of NCBA and EMC members. Once in final draft, we will be presenting these documents to employees locally for discussion in late fall. These discussions will be facilitated internally and are also designed to identify issues that if remedied will improve employee engagement and ultimately the workplace.

We will continue to communicate our plans as they are developed. In the event that you have any questions or concerns about this initiative, please don't hesitate to contact your respective Bargaining Agent or EMC member.



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NAV CANADA Executive Management
Committee (EMC)



Greg Myles
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