



December 2005

There May be no “I” in Team, But There’s Definitely an “E&M”: Wrapping up the 100% HBS Screening and National Deployment Plan Initiative

It’s tough to determine what’s more remarkable – that three years have already passed since the National Deployment Plan was launched, or that CATSA has come so far in so little time.

Scott Ray, General Manager of Technical Delivery, remembers when he became involved with the National Deployment Plan. “In the beginning, it was Mark Duncan, Martin Corrigan, Vic Karpinski, Marcus Boyle [from Marshall Macklin Monaghan (MMM)], and me. The day after I joined CATSA, I was sent to Toronto to take part in discussions with the GTAA on how to implement hold baggage screening (HBS) at Terminal 1.”

These discussions are what led to the development of a summary chart identifying the H1-H7 processes and the seven possible HBS configurations for Canadian airports. MMM was tasked with documenting the National Deployment Plan under CATSA’s supervision, and the operation was in full flight.

Originally, HBS systems were targeted for implementation at all international airports by December 31, 2005, with domestic airports to follow by December, 2006. However, this plan soon evolved in favour of having the domestic airport deadline fall in tandem with the international airports’ 2005 objective.

“At the time, the deadline was three years away, and we were confident that we could do it,” says Ray. “The biggest

continues on page 4

INSIDE

Message from the President and CEO 2

Tips for Handling the Bustling Holiday Season 3

Parliamentary Committee Appearances 3

AVSEC Conference 6

Screening Officer Maria Goddard Through the Eyes of her Manager 7

Sharing CATSA’s Vision Consultations 7

Contact CATSA NEWS 8



Holiday Screening Tips – See page 3...



Message from the President and CEO

This fall has been very busy. We ended the summer by traveling across Canada meeting with screening officers as part of “Sharing CATSA’s Vision”; we have also been attending several conferences including the Canadian Association for Security and Intelligence Studies in Montreal, AVSEC World in Geneva, the Women’s Transportation Seminar in Vancouver and the Conference Board of Canada’s Business and Technology Conference in Toronto.

In addition to conference participation, CATSA has also appeared before two Parliamentary Committees: the Anti-Terrorism Act Review Special Senate Committee and the House of Commons Standing Committee on Transport.

Operationally, we are also completing hold-baggage screening (HBS) deployment at all 89 airports across the country.

There are three key messages that we have been delivering at conferences and parliamentary appearances:

1. Working in collaboration with our partners at the airport, CATSA has made aviation less of a key target in Canada;
2. We are, without a doubt, more secure today than we were before 9/11;
3. There is always room for improvement and the system CATSA has put in place cannot remain static – it too must evolve because the nature of the threat is changing.

So what’s in store next for CATSA? We must be proactive in proposing and implementing effective responses to emerging threats. As an accountable aviation security authority, we are using four key principles to guide our decision-making, structure our operations and steer our work. These priorities include:

1. Operational flexibility – our security approach must be risk-based and focused on flexibility and adaptability;
2. Access to actionable intelligence – we must ensure we have access to timely intelligence to allow us to evaluate risks and consequences;
3. Financial flexibility – we must continue to manage public funds efficiently and economically for maximum security impact;

4. Continued effective working relationships with our partners and the Government of Canada – strong collaborative relations are essential to ensure that we are an agile security authority.

Events for the new year are already being developed. Two of the most important events for CATSA include the mandated Five-Year Review by Transport Canada and the Special Examination by the Office of the Auditor General.

The Five-Year-Review is a scheduled review as per section 33 of the *CATSA Act* which requires the Minister of Transport to assess that legislation in the coming year, CATSA’s fifth year, and report to Parliament on the results by the summer of 2006. This review is administered by an independent panel charged with looking at the provisions and operation of the *CATSA Act* to ensure that the legislation is adequate for CATSA’s air transport security mandate. The review panel will also issue advice on future aviation security requirements and other developments that could have an impact on CATSA’s future operations.

At the same time as we prepare for the Five-Year Review, we are also preparing for a Special Examination by the Office of the Auditor General. The goal of the Special Examination is to provide an independent, objective opinion on whether systems and practices were, during the period under examination, maintained in a manner that provided reasonable assurance that:

continues on page 8

Tips for Handling the Bustling Holiday Season



Jack Frost is nipping at our noses and the holidays are just around the corner. December is the busiest time for travel. Excitement is in the air as many travellers visit family and friends, return home from college or university or depart for a much-anticipated vacation destination.

Travellers will be wearing heavy winter jackets, boots, hats, scarves and gloves and carrying parcels, packages and holiday gifts. Children will be excited about the arrival of Santa.

Here are some screening tips to remember as we approach the busiest month of the year.

Childrens' eyes all aglow...

- Use discretion when enquiring about packages or parcels when children are present – it could be a gift from Santa!
- Children are naturally curious and will be over-excited during the holidays – pay particular attention to these little travelers around the screening equipment and conveyor belts.

Pretty papers – pretty ribbons of blue...

- Passengers may be carrying fragile items such as gifts and decorations

– use care and caution during the screening process.

- Be thoughtful when opening wrapped parcels that require additional search – the passenger may wish to re-use the wrapping.
- Passengers may be traveling with gifts that are not permitted in carry-on baggage, such as knife sets, barometers, etc. Be prepared to offer options for the safe carriage of these items.

Winter garments...

- Always use the trays or bins for processing winter garments through the x-ray machine.
- In a professional way, remind passengers to remove outer coats and garments prior to screening.

- To prevent smaller items, like gloves, hats and scarves, from rolling off or getting caught in the conveyor system inside the x-ray chamber, ensure they are placed securely in the trays.
- Winter boots will be very common – pay extra attention to these items during the screening process.

The professional touch is always the best...

- Remember the 'person first' principle.
- Be sensitive to persons who may require additional time or assistance.
- Assess every situation and provide screening options.
- Make the screening process as efficient and pleasant as possible. ■

Parliamentary Committee Appearances

On November 14, 2005, CATSA's President and CEO, Mr. Jacques Duchesneau, together with Mark Duncan, Executive Vice-President and COO, and Michael McLaughlin, Vice-President and CFO, appeared as witnesses before the Senate Special Committee on the *Anti-Terrorism Act*. Three days later, on November 17, 2005, they met again with Parliamentarians during a meeting of the House of Commons Standing Committee on Transport.

Following his opening remarks, Mr. Duchesneau answered questions from Senators and MPs. Some of the questions directly related to the CBC Fifth Estate broadcast on November 9, 2005.

During these meetings, members of both Parliamentary Committees commented on the great job they believe CATSA is doing.

To read Jacques Duchesneau's opening remarks at the House of Commons Standing Committee on Transport and the Senate Special Committee on the *Anti-Terrorism Act*, please visit http://www.catsa.gc.ca/english/media/speech_discours/index.htm.

continued from page 1

Wrapping up the 100% HBS Screening and National Deployment Plan Initiative

challenge was convincing the airports that hold baggage screening would not negatively impact their operations.”

Three years later, the end is in sight, with the Equipment and Maintenance (E&M) team wrapping up the closing stages of

assigned and responsible for numerous airports, and tasked with managing and overseeing the timely completion of multiple HBS projects – sometimes up to a dozen at any one given time.

“Implementation of an HBS system in an airport depends on the size and complexity of the airport system,” says Ray. “Every airport is unique in the way it’s built and shaped. A front-of-house

and bins, search tables, spare parts and even training simulators – were also on Deployment’s to-do list. All these items needed to be in place in order for a system to go live. Says Bruce Reinhardt, Manager of Deployment, “It’s like Tim Horton’s not having hot coffee when you want it. It just needs to be there.”

But getting it there required extensive planning and organization. “Delivery and scheduling information was gathered from many different sources and consolidated into a single equipment plan,” confirms Reinhardt. “This was no small task and it was instrumental in driving all resources to a single date for each airport.” Contracts also had to be in place and shipments coordinated with a number of representatives, including Regional Managers, suppliers, airport staff, outside contractors, consultants, trucking companies, customs, etc., to make sure that all was where it should be at exactly the right time.



all 105 airport projects that were part of the National Deployment Plan.

WHO IS THE TEAM?

The E&M staff were key factors to the overwhelming success of this project, working tirelessly to plan, schedule, manage, coordinate, support, monitor, negotiate, mitigate, and problem-solve – with a view to ensuring that each project stayed on course and within budget.

Technical Delivery

On the Technical Delivery side, Project Leaders (PL) were pivotal forces in helping the airports meet the HBS implementation milestones. Each PL was

system in a small airport could take up to six months to implement; a medium-size airport could take up to one year. Toronto Pearson’s Terminal 1 alone has taken two years.”

Deployment

Since 2002, over 400 HBS system designs and funding applications have been reviewed.

From a logistics perspective, the Deployment Team managed the shipment of over 2,500 pieces of screening equipment to support HBS as well as PBS at airport sites across Canada. Common look-and-feel items – trays

Life Cycle Management

The Life Cycle Management (LCM) team also jumped willingly into the fray, lending their technical expertise for equipment performance verification tests, such as Factory Acceptance and Site Acceptance tests. But testing was only part of the LCM team’s workload – maintenance contracts needed to be implemented and managed, maintenance standards and procedures needed to be developed (and documented!), spare parts and accessories needed to be ordered and replenished, and system changes needed to be effected, none of which could be done without the support

of the Technical Platform Primes and Materials Officer.

However, even with all of these significant accomplishments, no HBS project could be considered complete just yet. To go live, airports still required a complement of trained and certified screening staff, for which E&M looked to the Screening Operations and Learning divisions.

Testing and Evaluation

But even that wasn't enough – an HBS system could not have operated if it had not received Technical System Acceptance. Enter the Testing and Evaluation (T&E) team, that reports to General Manager Ron McAdam.

"The day after I joined CATSA in February 2003, I was sent to Toronto to chair the HBS Operations Committee mandated to develop and implement an integrated HBS project," states Ron McAdam.

"The Committee was comprised of approximately 30 representatives, from the airline associations, the GTAA, Transport Canada and the OPP. This is where we got a sense of all the issues, such as, how do we reconcile a bag?"

From October 2003 to April 2004, T&E focused on developing rigorous testing protocols for in-line systems. "System acceptance testing was used to prove out a system, to demonstrate that it met our standards for performance," explains McAdam. "It required the involvement of many stakeholders including CATSA testers, screening officers, baggage handling personnel, as well as representatives from the manufacturers,



the airport authorities and Transport Canada. Consider, for example, Toronto Pearson's T1 HBS system – this process involved over 50 people, 15,000 test bags, and six full days of testing, 12 hours a day."

Looking back, the T&E team has spent over 8,000 man-hours at airports, testing HBS systems (that's over four full years of work from 2003 to 2005!). "T&E staff have shown amazing dedication, often picking up and flying off to airport sites at the drop of a hat, never quite sure when they'd be coming back home," says McAdam. With hundreds of thousands of frequent flyer miles racked up by the testers, it's not surprising that the halls on the fifth floor may have seemed unusually quiet at times.

Yet, execution of system acceptance tests was only part of the effort, the end result of much planning and resources that directly contributed to the development, review and approval of test plans, baggage handling system response documents, and program logic controls (PLC) documents, among

others. "The sheer number of documents produced is probably enough to fill a few Volkswagens," laughs McAdam.

OVERCOMING THE OBSTACLES

Of course, there was no shortage of issues to be addressed during the HBS implementation. One big challenge, according to McAdam, was communicating the technical requirements of HBS to the airports. This needed to be done not only in the early stages of the project, but throughout the implementation, to ensure that everyone understood the requirements and expectations. This led to a multitude of meetings, technical and PLC design reviews, symposiums, system demos and audits, all geared to keeping the lines of communication open and ensuring that all parties remained involved.

BRINGING IT ALL TOGETHER continues on page 8

Upcoming events in 2005

Events in the new year include the **Third International Forum for Security Screening in Aviation 2006, Security Choices: Balancing Security and Harmonization, February 20 – 24, 2006**, co-hosted by CATSA and Israeli Security Agency which will be taking place in Israel and the **Canadian Aviation Security Conference – Leading Change: Aviation Security Today and Tomorrow** which will take place on **March 29 – 30, 2006** in **Ottawa, Ontario**.

AVSEC Conference



This year's AVSEC Conference took place in Geneva, Switzerland October 26-28, 2005. The theme of the conference was *Anticipating the Unexpected*.

The conference was well attended by representatives of the aviation industry from around the world including, airlines, airports, private industry, government security organizations and international organizations.

CATSA's President and CEO, Mr. Jacques Duchesneau, participated in a panel discussion with Sir David Veness, United Nations Under Secretary-General for Safety and Security and Mr. Ronald Noble, Secretary-General of Interpol.

In his speech, our President and CEO discussed how CATSA has made aviation

less of a key target in Canada. He explained how we are, without a doubt, more secure today than we were before 9/11. These improvements in security are largely due to our layers of protection at the airport, enhanced training of screening officers and the installation of state-of-the-art equipment. However, there is always room for improvement and the system CATSA has put in place cannot remain static. It too must evolve because the nature of the threat is changing.

Mr. Duchesneau also explained a few strategies for success including:

1. A global solution;
2. Adopting a risk-based approach to security;
3. The importance of trusting the

Screening Officers Remember

On November 29th, CATSA's President and CEO, Jacques Duchesneau attended a reception hosted by Veterans Canada at the Canadian War Museum in Ottawa to thank Canadians for their contributions to the Year of the Veteran. The Honorable Albina Guarnieri, Minister of Veterans Affairs, made specific reference in her speech to the screening officers across Canada who have been proudly wearing the Year of the Veteran pins on their uniforms. This exemplifies strong partnerships, as well as recognition to screening officers for their involvement in the Year of the Veteran.

CATSA would like to thank screening officers for acknowledging and remembering the many contributions and sacrifices made by our country's veterans.

professional competence of those on the front lines;

4. The engagement and support of the traveling public;
5. The need to be flexible, innovative, resilient and adaptive.

CATSA was an active member of the AVSEC Conference Program Committee and played an instrumental role in producing the conference theme, developing sessions and recruiting speakers. We are very much looking forward to helping develop next year's theme and conference. ■

Screening Officer Maria Goddard Through the Eyes of Her Manager



Maria Goddard with Jacques Duchesneau

Maria Goddard arrived in Canada in 1994. She became a Canadian citizen in 1999 and was delighted to be adopted by Canada.

Maria's mission was to help her family at home in Brazil. She was very proud the day she had the opportunity to meet Mr. Duchesneau on his way back from a visit he had in Newfoundland, and felt

fortunate to have her picture taken with him.

"The day I met Maria, I knew during the interview I was going to hire her. When she arrived for her interview, I felt a breath of fresh air. Her positive attitude and the feeling I got from her was amazing, not to mention she spoke four languages. I could hardly control myself from letting her know she was hired before the interview was even over! Immediately after she left, I turned to the supervisor who was conducting the interview with me and said "she's hired." When I contacted Maria to offer her the screening officer position with Shannahans her response was "I will never disappoint you, you've made the

right choice in hiring me." Eight months later, Maria has kept her word.

"She is now a certified Level 3 screening officer and is eager to learn. When I mentioned to Maria that I should be worried about my job her response was "I will never take your job, but I will walk alongside you." Maria has brought such a positive attitude that the morale of all staff has changed dramatically. She always compliments her co-workers in an extremely positive way. When she sees negativity, she quickly changes it just by smiling and passing her smile on to the rest of her co-workers. When I got to know Maria on a personal level, I was amazed at what she had accomplished in her life coming from Brazil to Canada. Maria would like to thank Shannahans for the opportunity of fulfilling her goals with CATSA." ■

Beverly Baird

Shannahans Operations Manager,
Newfoundland

Sharing CATSA's Vision Consultations

The National Consultations Program carried out the first two consultations at the Ottawa airport at the end of October 2005. The program then proceeded with two more consultations at the Calgary airport in early November, followed by another consultation at the Fort McMurray airport on November 9, 2005.

At each of these consultations, the screening officers brought forward many comments, suggestions and solutions that will help CATSA improve its customer service, quality of life at work, security, operations and communications.

All screening officers were very grateful to CATSA for implementing these

consultations and for giving them the opportunity to participate in the process of improving our services.

Future consultations are planned in Toronto, Halifax and Montreal. CASTA News will continue to provide updates on the progress of these consultations.

continued from page 5

Wrapping up the 100% HBS Screening and National Deployment Plan Initiative

Needless to say, the HBS project has touched virtually every department within CATSA, and all have contributed one way or another to its success. “I believe that everyone at CATSA should be very proud of what we’ve achieved,” emphasizes Martin Corrigan, Director of E&M. “In a highly-regulated environment, HBS will be implemented in advance of legislation and will go live one year ahead of schedule.” This easily qualifies as a success, and feedback from the industry confirms that stakeholders clearly agree.

According to the Director, management commitment was key in helping E&M overcome the issues and meet the goals of the plan. “The unwavering commitment of CATSA’s senior management – and Mark Duncan’s continued support from the initial stages of the project through to completion – guaranteed its success.”

Now, as the project begins to wind down, this is the time to reflect not only on what great work has been accomplished, but on what needs to be done from this point onwards. An impressively large, robust security infrastructure has been developed and established on a nation-wide level – one that we now need to manage and build upon so that CATSA can continue to meet its mandated objectives: to provide Canada with unmatched, undeniably world-class security. ■

continued from page 2

Message from the President and CEO

1. Assets were safeguarded and controlled;
2. Financial, human and physical resources of the authority were managed economically and efficiently;
3. Operations of the authority were carried out effectively.

Special Examinations of Crown corporations are conducted by the Office of the Auditor General within a five year-cycle, and are a requirement of the *Financial Administration Act*.

CATSA is an effective and transparent organization. We welcome both reviews and consider them vital. CATSA is an efficient, evolving organization. We continuously examine our operations and find ways to improve them. Every day we take steps to mature into an even more proficient organization.

We have a lot of things to look forward to in the new year. Until then, I wish you all a very safe and happy holiday season. ■

Jacques Duchesneau, C.M.
President and Chief Executive Officer

CONTACT CATSA NEWS

Media Inquiries

If you receive an inquiry from the media about CATSA or any security-related matters, please refer them to **1-888-294-2202**.

Feedback

Please provide us with your feedback on this newsletter using our “Contact Us” section on our web site at: www.catsa-acsta.gc.ca



CATSA is dedicated to providing services to the travelling public in both official languages