



June 2005

Packing for Pleasure

Stress-free Security

It's hard not to be fidgety when you're standing in line. It's even harder when that line-up is keeping you from your flight towards a relaxing summer vacation.

Says Jacqueline Bannister, CATSA's Director of Communications, "Packing right is probably the easiest way of making your travelling less stressful. In 2004, security-related incidents caused over 15,000 hours of line-ups and delays."

The most common items surrendered during such incidents are nail files, pocket knives, scissors, aerosol containers and other day-to-day objects. They might seem harmless at first glance.

"For instance," says Jacqueline, "people don't know that some aerosol containers, like those for hairspray, are flammable. That's why they're not permitted. The rules are there for the passengers'

security, not because we want to inconvenience them."

"Essentially," she says, "if you don't absolutely need it with you—check it or leave it behind! Travelling light is a simple way of travelling stress-free."

Jacqueline points out that most camera film should be in carry-on baggage because the equipment used to screen checked baggage might damage it. Digital cameras can go anywhere. She also asks parents travelling with children to be especially careful that toy guns and transformer

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Message from the President and CEO

On May 24th, 2005, General Maurice Baril, was appointed as the new Chairman of CATSA's Board of Directors. We are delighted to have such a respected personality join our Board and on behalf of everyone here at CATSA, I welcome him aboard!

As some of you may know, General Baril has had a very distinguished career with the Canadian Armed Forces and the United Nations. He served as a General in the Canadian Armed Forces, a Military Advisor to the United Nations Secretary-General, head of the Military Division of the Department of Peacekeeping Operations of the United Nations from

1992-1997 and Chief of Canada's Defence Staff from 1997-2001. I have no doubt that his experience and knowledge will be of tremendous benefit to CATSA and we are very much looking forward to working with him in helping CATSA fulfill its mission. Other events that took place in May include two appearances before parliamentary committees. These appearances provide unique opportunities for CATSA to discuss with Members of Parliament the challenges and opportunities that we face.

On May 12th, 2005, for the first time since the creation of CATSA, I appeared before the House of Commons Standing Committee on Public Accounts to discuss Chapter 2 of the Auditor General's Report entitled Security in Canada-The 2001 Anti-Terrorism Initiative: Air Transportation Security, Marine Security and Emergency Preparedness.

On May 30th, 2005, I appeared before the House of Commons Standing Committee on Transport to discuss the Committee's interim report on Air Liberalization and the Canadian Airports System.

At both Committee meetings, I explained that security is our top priority and that we welcome any input that helps us to do our job better. We received valuable advice from the Auditor General as she prepared her last report. We are also looking forward to the five-year review required by the legislation that brought us to life. And we are also very interested

in seeing what comes back from the security audit that was conducted in May by the International Civil Aviation Organization, or ICAO.

As I have often said, in our work, there is no room for error. Accountability initiatives present unique opportunities for learning and ongoing improvement. Our goal is to have an aviation security system that effectively protects the public and wins their confidence. We will work continuously to improve our air security system so that passengers can continue to fly with confidence and peace of mind. It is and will always be our top priority. ■

A handwritten signature in black ink, appearing to read 'Jacques Duchesneau'.

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

Change at the Top



CATSA's new Chair of the Board of Directors—General Maurice Baril

There's a new face in CATSA's boardroom. A face that graduated from top Canadian, US and European military academies and held military command responsibilities around the world.

During his military career, this person was commander of the Army Combat Training Centre, military advisor to the Secretary General of the United Nations in New York, Commander of the Army and Canada's Chief of Defence Staff.

Although he officially retired in 2001, he has since been special advisor to the Ambassador for Mine Action at Foreign Affairs Canada and Inspector General in the Department of Peace Keeping Operations at the United Nations Secretariat.

That new face and those impressive achievements belong to CATSA's new Chair of the Board of Directors—General Maurice Baril.

Transport Minister Jean-C. Lapierre announced his appointment on May 24, in Ottawa.

"With his long and distinguished career, General Baril will provide strong leadership for the board in its day-to-day activities," he said.

Said Jacques Duchesneau, "Mr. Baril continues to serve Canada with great integrity and dedication and we are confident that CATSA will benefit from his leadership. We're all looking forward to shaking his hand in the elevator."

Welcome, General. There are no wars in this boardroom! ■

A Good Gesture Never Goes Unnoticed

Here's a letter to the editor that was printed in the *Ottawa Citizen* on May 25th.

Caring Airport Staff

Re: Airport Security May 2

Robert Bostelaar's opinion article made me glad I don't do a lot of traveling. However, I had a positive experience when I was accompanying my five-year-old granddaughter through security on a recent Friday, at a very busy time at Ottawa International Airport.

Both the male and female employees were extremely courteous and friendly to us, giving Bridget "high fives", which helped her to relax about her upcoming trip as an unaccompanied minor. CanJet employees then went to great lengths to ensure that Bridget could travel next to another unaccompanied minor who had decided he wanted to sit next to her.

Years ago, there used to be a show on Winnipeg radio called Beefs and Bouquets. I want to give a big bouquet both to the security people encountered at Ottawa's airport and to the Canjet employees.

— Colleen Archer, Deep River



Parliamentary Committee Appearances



On May 12th, 2005, Mr. Jacques Duchesneau appeared as a witness before the House of Commons Standing Committee on Public Accounts to discuss Chapter 2 of the April 2005 Report of the Auditor General of Canada entitled *National Security in Canada- The 2001 Anti-Terrorism Initiative: Air Transportation Security, Marine Security and Emergency Preparedness*.

This was the first time that CATSA appeared before the Standing Committee on Public Accounts.

... The threat is always changing and our air security system has to adapt faster than the threat.

In the CEO's opening statement, he explained that CATSA welcomes scrutiny because close inspection enables us to prevent errors. He also explained that CATSA takes the Auditor General's concerns very seriously and that steps have been taken to address these concerns. For example, CATSA is now tracking all compliance letters and replying to every letter. He stated that CATSA will continue to work very closely with the Office of the Auditor General.

The CEO also discussed the fact some people have suggested that CATSA's system is not 100% perfect. He told committee members that he agreed that it was not perfect and suggested that it never would be. He explained that a security system can never be fail-safe. CATSA could never afford a system of 100% complete security, because such a security system would destroy the very thing it tried to protect. CATSA uses a layered approach to security,

knowing that the layers work together to deter the threat. With help from our partners, CATSA works to detect terrorist capabilities, deter them, react effectively to incidents, and recover from them so that we return to normal. Security is a work in progress. We must learn from our mistakes to ensure that they do not reoccur.

On May 30, 2005, the President and CEO appeared before the House of Commons Standing Committee on Transport to discuss the committee's interim report on *Air Liberalization and the Canadian Airports System*.

The CEO discussed CATSA's relationship with airports, how CATSA is financed, what relation, if any, there is between CATSA and the Air Transport Security Charge (ATSC), (there is none), the importance of service in both official languages, the need for increased flexibility, innovation and public acceptance for CATSA to move beyond the current system and to keep evolving with the times, the registered traveller program, wait times, the consistency of screening machines across Canada and queue jumping at screening checkpoints.

Committee members were very interested in the registered traveller program and wanted to know when they could expect project implementation. Other concerns included the importance of service in both official languages.

The CEO also highlighted the importance of moving to a risk-based approach to

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Balanced Scorecard



In March 2005 CATSA began implementing the Balanced Scorecard approach to implement its overall corporate strategy.

The balanced scorecard is a management system that enables organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully deployed, the balanced scorecard transforms strategic planning from an academic exercise into the nerve center of an enterprise.

The balanced scorecard suggests that we view the organization from four perspectives, and to develop metrics,

collect data and analyze it relative to each of these perspectives:

- **The Learning and Growth Perspective (at CATSA we call this the “People” Perspective)**
- **The Business Process Perspective (at CATSA we call the “Strategic Actions” perspective)**
- **The Customer Perspective**
- **The Financial Perspective**

Many other non-profit or government organizations have added a fifth perspective — the “Shareholder” perspective.

Since March, CATSA has developed a strategy map to make visually explicit our

organization’s objectives and the causal linkages between them. These strategic objectives will guide the strategic direction of the organization over the next 1-3 years. The strategy map is a visual way to communicate to different parts of the organization how they fit into the overall strategy. To ensure that we measure progress against these strategic objectives our scorecard contains measures and targets to enable us to track our performance in these areas. These tools will allow CATSA to create a result-based, strategy-focused culture. ■

CATSA's Regional Team Expanding



In order to keep up with the fast pace of airports and ever increasing passenger traffic, six people recently joined CATSA's Regional team.

Sheldon Howe joins CATSA as a Regional Manager based in Winnipeg and will be sharing responsibilities with Dave Dickie for both Winnipeg and Thompson airports. Sheldon brings 30 years of airline and airport operational management experience with Air Canada having worked in sales, call centre and airport customer service branches. His passion for the aviation business and excellent airport contacts will be an asset to CATSA security screening operation in Manitoba.

Craig Corbett, CATSA's Regional Manager for the Atlantic region, joins CATSA with experience working at Air Canada as their Airline Regional Manager in the

Atlantic Region. His 27 years working at Air Canada will definitely bring the experience and knowledge which CATSA will certainly benefit from.

CATSA's regional team also welcomes Richard Marinos. Mr. Marinos comes to CATSA with extensive experience in the security field, he will be responsible for overseeing screening operations at airports in the Quebec region.

John Peyton, CATSA Regional Manager, Newfoundland & Labrador, was an

Inspector with Transport Canada for 32 years, and spent the last year working for Provincial Airlines. His experience enabled him to understand the nature of the airport environment and will be an asset to CATSA security screening operation in those regions.

Another new member to the Regional team is Marie-France Monette. Marie-France, who previously worked within CATSA's Certification division as an advisor since CATSA's early beginnings, is Regional Manager within the Quebec region. Her thorough knowledge of CATSA's operations will definitely be an asset to the team in Quebec.

Also joining CATSA's Regional team in Toronto is Gary Brand. Previous to joining CATSA, Gary worked as a Transport Canada Inspector where, amongst other duties, held the CATSA portfolio as the Officer of Principal Interest where he interacted on a daily basis with both the CATSA on-site management and the local service provider.

Please join CATSA in welcoming Sheldon, Craig, Richard, John, Marie-France and Gary to the Regional team! ■



The Hub of the North



Rosalie Smith, Point Leader at Yellowknife Airport.

Northern Lights

“That’s the big draw here in winter in spite of the cold,” says Rosalie Smith, Aeroguard employee and Point Leader at Yellowknife Airport.

Every year, 14,000 to 15,000 tourists, mostly Japanese, converge on Yellowknife between October and March to gaze at the psychedelic aurora borealis.

“We’ve developed a special relationship with our Japanese visitors,” she continues. “Even though they are in these enormous groups and have to wait in line, they are very accommodating and polite. We speak to the tour operators every day and update them on, for instance, the items that aren’t acceptable in carry-on baggage. Everyone knows what to do to make this process easy, and everybody goes out of their way to do so.”

She’s referring to the fact that screening officers have learned a few key phrases of Japanese and that one officer is now fluent in a variety of airport-style vocabulary and phrases.

“It doesn’t hurt to sound more professional,” says Rosalie. “Besides, Japanese people really appreciate such attention to detail.”

The Hub of It All

Yellowknife is very much the Hub of the North and the connector to the south. All flights south, even from other northern cities, pass through it. In winter, the airport becomes the only way in and out of the city unless you have the leisure and guts to venture on the ice-roads. It’s an essential link to Edmonton for medical emergencies and services not available up north.

Four airlines work from the airport—First Air, Canadian North, Buffalo and NorthWestern—carrying an average of 11,000 passengers a month through the city. The airport is bursting at the seams!

“We’re in total renovation mode right now,” says Rosalie. “About one-third extra floor space is being added and we’re getting a baggage handling system that can better manage the 140,000 bags we

deal with every year. You wouldn’t know the North had so much traffic!”

Cultures Coming Together

“I guess it’s something most other airports don’t have to think about,” muses Rosalie. “In our situation, we have very modern equipment and regulations that can upset traditional Aboriginal culture. It’s very important for us to accommodate the rules, the people and the culture.”

She tells of two recent incidents.

Screening officers asked an Aboriginal man to open a traditional bundle he carried. He became quite agitated when a female screening officer approached, saying that it would be tainted if touched by a woman. Similarly, a young Aboriginal woman insisted that only an older female screening officer could examine her bundle. If handled by a woman still of child-bearing age, it would affect her own child-bearing capacities.

The Team

Rosalie was an instructor in Newfoundland before coming to Yellowknife.

“A Point Leader wears many hats,” she says. “I train, evaluate, mentor, supervise the overall security project and do lots of customer service. I think my former experience as an instructor helps me deal with the public, keep the stress levels down and keep the team working well together. Learning Japanese is a good example of that.”

She heaps praise on CATSA for the equipment it has provided and especially the training for screening officers.

“We have good equipment to do our jobs now and great people using it. The level of training is so much higher now than when I started.” ■

Packing for Pleasure

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robots be put in checked bags. They can look very suspicious on a security screen!

Summer Holiday Equipment

The variety of objects that travellers pack in their carry-on and checked baggage, especially at summer vacation time, is staggering.

Sporting or adventure vacations are all the rage these days. And that means equipment—most of which is unsuitable in carry-on and checked baggage.

“Basically,” explained Jacqueline, “people should use the same logic as for ordinary carry-on baggage and apply it to sporting equipment. For instance, it stands to reason that toy guns aren’t allowed. So it should also follow that spear guns used in diving aren’t allowed either.”

On the “No, sorry” list are most camping items such as stoves, lanterns, animal repellent, flare guns, knives, tools, and propane and butane cylinders. If you’re going for a quiet spot of fishing, you’ll have to check your tackle. Baseball bats, hunting bows and arrows and golf clubs (which must be cleaned thoroughly to avoid triggering the screening equipment) must also be packed.

On the list of “Yes, you can” are baseballs, soccer balls and basketballs. Carry-on bags can contain one aerosol of insect repellent, one disposable lighter and one book of safety matches. Even though tackle has to be checked, fishing rods are okay. Regulators, buoyancy compensators, mask, snorkel and fins for diving are also acceptable.

Check out CATSA’s website, www.catsa-acsta.gc.ca, for a more complete list of items that aren’t permitted in carry-on baggage. ■

Parliamentary Committee Appearances

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ensure that we are not fighting yesterday’s war. The threat is always changing and our air security system has to adapt faster than the threat.

“We need to move beyond our current system. After all, as you certainly know, regulations do not change quickly. In a race with terrorists, the rule book will always lose. And so we should think about new ways that promote our flexibility, that help us to anticipate the unexpected, and that allow us to adapt quickly, while maintaining continuous protection.” (Jacques Duchesneau, President and CEO of the Canadian Air Transport Security Authority”, remarks at the House of Commons Standing Committee on Transport, May 30th, 2005).

To read Jacques Duchesneau’s remarks at the House of Commons Standing Committees please visit www.catsa-acsta.gc.ca

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