



From left to right: Ken Mansfield, CATSA Director, Strategic and Business Planning; Anthony Fredericks, ICAO Team Member, Trinidad and Tobago; Nelson Perez Meneses, ICAO Team Member, Costa Rica; Armando Cordoba, ICAO Team Member, USA; Ian MacKay, CATSA VP Law and Strategy.

May 2005

INSIDE

CATSA Welcomes Nationwide ICAO Audit

Auditors from the International Civil Aviation Organization (ICAO) conducted a comprehensive audit on Canadian aviation security in May as part of their Universal Security Audit Programme (USAP).

CATSA provided valuable input to prepare for this audit of Canada's overall air-security system and provided briefings directly to the ICAO Audit Team during their May 13th visit to CATSA HQ and the Security Communications Center. CATSA will ensure timely follow up to any recommendations.

ICAO, a United Nations agency, launched the audit program in June 2002 to strengthen aviation security worldwide. All 188 member states have committed to the mandatory audits. Canada helped to develop the program, providing leadership, funding, personnel and

technical assistance. But that doesn't give Canada any special breaks. The auditors are treating Canada like any other country. The ICAO Audit team is comprised of members from the United States, Costa Rica and Trinidad.

CATSA's coordinator for the ICAO audit is Ken Mansfield, Director, Strategic and Business Planning. He's confident. Canada volunteered to have the audit done a year early, he said, because "we feel we have a good product to show. As a country, we'd like to be able to say that we've had ICAO in here."

continues on page 8

Message from the President and CEO 2

Is Canadian Air Security "Audit Happy"? 3

New BI Tool Drives CATSA to a Performance Based Organization 4

Together We Stand 5

New Faces Join the CATSA Regional Manager Team 6

People Putting People First 7

Contact CATSA NEWS..... 8





Message from the President and CEO

Unless you try to do something beyond what you have already mastered, you will never grow.

~Ronald E. Osborn

In a world of changing and emerging threats, as well as other challenges and risks, CATSA must continue to position itself as a highly resilient organization.

The ongoing challenge for meeting the operational demands of a resilient organization is anticipating the unexpected, since failure is simply not an option.

The key to resiliency is building an organization that has the flexibility to adapt quickly to changing circumstances and the capacity to detect and deter threats before they become imminent dangers. By selecting a skilled and professional workforce who focus on

quality, honour, integrity, responsibility, accountability and respect, CATSA can ensure that security is our top priority.

In step with our partners, our business is to detect terrorist capabilities, deter them, react effectively to incidents, and recover from them so that we return to normal. Throughout, we are always learning. Security is always a work in progress. Our goal is to have an aviation security system that protects the public and wins their confidence.

CATSA is still a young organization, having just celebrated our third anniversary. I believe we have accomplished a lot but we must continue to build on our successes. We must challenge ourselves to fill in the missing links. We must become leaders in execution. What do I mean by execution? Execution is a process of rigorously discussing how's and what's, tenaciously following through and ensuring accountability. What can we do better? How can we improve the security at our airports? How can we improve our organization and our people? We must constantly be asking ourselves these questions. As Brian Flemming, told us at his last Board of Directors meeting; "Like all good organizations, CATSA must continue to re-invent and re-invigorate itself on a continuing basis as it moves forward."

On April 8th, 2005, delegates from 12 federal departments and agencies attended the first inter-agency security forum, held by CATSA in collaboration with the Canadian Nuclear Safety Commission and the House of Commons. This meeting

was an important first step in creating networks between various governmental departments and agencies. By sharing experiences, information and best practices with other security organizations, valuable lessons can be learned.

When it comes to security screening, it was generally agreed that the equipment is just a tool. The real work is done by human beings. The brain is the best processor in the world. We can have the most expensive and sophisticated equipment in the world, but it takes the person behind the machine to know how to use the equipment, someone who is properly trained and is aware of what items to look for. We must be mindful and vigilant of what is happening around us. We need to stay alert, see how people react, see how they answer questions. Because we know, terrorists will try and go around the system that we have put in place. We should never forget that terrorists are resourceful and innovative! We must continue to be vigilant by implementing security measures that meet today's challenges. We cannot allow ourselves to be overtaken by terrorists: we must take the lead and constantly remain one step ahead of them. ■

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

Is Canadian Air Security “Audit Happy”?



With three major audits in 2005, and more on the way, many stakeholders are wondering just how closely CATSA needs to be examined. When CATSA News met with Vice-President and Chief Financial Officer Michael McLaughlin, he shared his view that this level of public attention actually helps CATSA do its job.

CATSA News: Why have there been three audits in one year?

McLaughlin: The Auditor General does regular audits of Crown corporations' financial statements and then does value-for-money audits. The Government had announced a major \$7.7 billion initiative to deal with security, of which almost \$2 billion was for CATSA. So it's natural that

the Auditor General would look at value for money here. Later this year, there will be another, broader phase of the national security audit.

The informal audit of the uniform program was the result of media inquiries. We deemed it a management issue, rather than a security issue, because a CATSA uniform does not grant a person access to restricted areas. However, to maintain the credibility of CATSA, we undertook the audit right away.

As well, the *Financial Administration Act* requires that CATSA ask the Auditor General to conduct a special examination of Crown corporations every five years. This audit will focus on the systems and processes CATSA has in place to achieve its objectives.

CATSA News: Are we getting value for the amount of time spent on these audits?

McLaughlin: We do get value. For example, we learned from the Auditor General's last report that our relationship with Transport Canada had to be strengthened – especially in how we deal with the Transport Canada inspectors. Also, the Auditor General is calling for Transport Canada to establish performance measures for CATSA – and this has opened up another avenue for discussion

with the Department, and allowed us to bring forward our own suggestions.

CATSA News: How does this compare with other countries?

McLaughlin: The Canadian audit regime is one of the finest, and one of the most independent. That independence – from Parliament and from lobbyists – is the reason why our Auditor General is able to create balanced reports. And there's a global correlation between the quality of life in a given country and the transparency and accountability of the government.

CATSA News: How would you advise employees in the air-transport sector to view these audits?

McLaughlin: We should all be focused on the credibility of our organization. From CATSA's point of view, the audits are an opportunity to demonstrate transparency

... there's a global correlation between the quality of life in a given country and the transparency and accountability of the government.

and accountability – an environment where people can raise their concerns and do their work in an open way, and be respected for it. ■

New BI Tool Drives CATSA to a Performance Based Organization



Canada's screening service providers do a lot of data gathering to run their businesses effectively.

Reporting that data to CATSA is part of their commitment to providing a uniform level of security throughout the country. A new CATSA business intelligence (BI) tool pulls together that data in a way that reduces response times, simplifies budgeting and spots trends in potential threats.

CATSA's EVP and Chief Operating Officer Mark Duncan is responsible for providing quarterly performance reports to CATSA's Board of Directors. The reports rely on data that must be timely, accurate and versatile. The data comes from sources ranging from telephone logs to financial reports, and requires a common reporting and data management tool. Karen Kastner, Manager of Strategy at CATSA

led a request for proposal (RFP) process to select a BI tool that could provide this reporting from all areas of the organization. Cognos, an Ottawa-based company, was the successful bidder.

By integrating these data sources, the tool has proven surprisingly versatile. Any data in the system – from incident reporting to approved hours and certification levels – can be broken down by airport, by specific task, or by time period, and cross-referenced to other data: mapping passengers per screening hour, for example.

But does BI deliver anything that CATSA couldn't simply add up before? Contract Administrator and BI "super user" Shawn O'Reilly observed that "it's about having the ability to pull data together from very different systems, and to provide

useful data from the invoicing system in real time: by linking the approved hours to invoicing data, for example, contract admins can correlate the approval levels at each airport with the amount being invoiced in real time." In addition to increased accountability – which is essential to securing the confidence of the Government and ultimately the public – the tool has also helped CATSA increase budgeting accuracy.

At the highest level, BI will help CATSA spot trends that are not easily culled from raw data. Following a rise in the number of shotgun shells being intercepted during the hunting season, for example, CATSA could take out ads in regional newspapers to inform people that they need to check their ammunition as well as their guns. Trend analysis would also serve to identify gaps in training, allocate funds to anticipated high-traffic areas, and alert screening providers to specific threats – before they happen. "We've got just over a year's worth of data," said Duncan, "but as we follow trends we want to become more anticipatory."

BI will also save CATSA time. Before the tool came online, the Security Communications Centre tracked incidents through an MS Outlook system. Since then, operator Nadia Papiccio has seen a dramatic change in the response time. "The system was similar but we had to do all the statistics by hand – which took a lot of time," she said, leafing through a stack of backup binders. "Now the statistics are all handled in the system; you can enter a keyword and draw up all the related cases."

continues on page 8

Together We Stand



In an effort to pool resources and knowledge about security risks and screening, CATSA, the House of Commons and the Canadian Nuclear Safety Commission recently hosted the first security screening forum attended by 12 federal departments and agencies.

The participants (among them the RCMP, the Department of National Defence, the Royal Canadian Mint, the Canadian Border Services Agency, Transport Canada, PCO and Public Safety and Emergency Preparedness Canada) exchanged information on screening and learned about new security technology.

All participants were interested in topics such as screening, detecting explosives and controlling security risks, theft or criminals. They all face the same challenges too—uncovering and reacting to security threats.

As demonstrated in a presentation by Adrian Schwaninger one thing they know is that technology isn't foolproof—it needs multiple levels of security and a human 'eagle-eye' behind it. That's why many discussions focused on operators and security screeners who, with proper training, could be the strongest link in any security system.

Also high on the list of topics, the participants discussed sharing information and developing partnerships and communication networks that will help identify potential threats before they materialize.

The meeting was an important step towards greater inter-department/agency collaboration that will eventually become a more integrated approach to security.

Another meeting is being planned for the fall. ■

Screening Officers—Rarely Speechless!

Travellers who don't speak English or French are likely to get service in a language they are familiar with when they approach a screening officer at major Canadian airports.

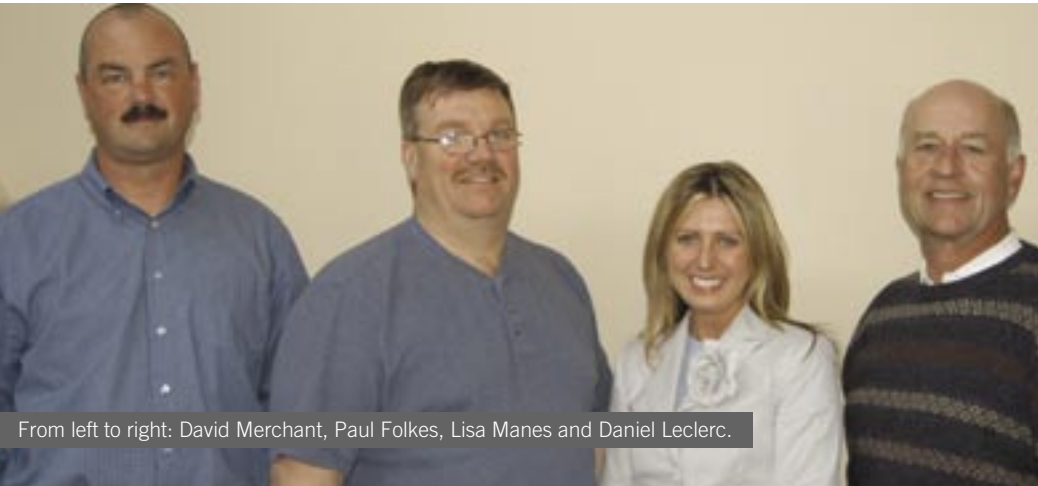
Nowhere is Canadian diversity more audible than in these international environments. Altogether, screening officers speak an incredible array of languages—from Afrikaans to Icelandic, from Japanese to Turkish and 95 others in between.

Security procedures can be confusing, especially for first-time passengers who don't know what to expect. Screening officers are a friendly face in a potentially tense situation. Breaking down language barriers, reassuring passengers and communicating clear instructions keep delays to a minimum, and make travel and security a more pleasant experience for everybody.

Ihông lo binh an! Schastlivogo puti!
Kalo taxidi! Itterasshai! Guten Flug!



New Faces Join the CATSA Regional Manager Team



From left to right: David Merchant, Paul Folkes, Lisa Manes and Daniel Leclerc.

CATSA is pleased to announce that Paul Folkes, Lisa Manes and David Merchant have joined the CATSA team as Regional Managers in Toronto.

These three experienced individuals come to CATSA following successful careers as Transport Canada inspectors and law enforcement officers.

Dave Merchant and Paul Folkes both served over twenty years in various investigative and management roles with the RCMP as well as their more recent role as TC Inspectors. Lisa Manes spent approximately one year as a TC inspector and prior to that was with Canada Customs for almost eleven years where she served in a variety of investigative and management roles.

These three individuals understand the nature of the airport environment and will significantly increase CATSA's capability and efficiency in managing screening operations at Canada's largest airport.

Also joining CATSA's Regional Management team at the Ottawa airport is Daniel Leclerc. Dan has worked with CATSA for 14 months in the Screening Operations Branch as Manager, Screening Operations Coordination. The experience Dan has gained working in screening operations will definitely be an asset to the regional team in Ottawa. Previous to joining CATSA, Dan worked as a TC inspector at the Ottawa airport and worked in the RCMP for 26 years.

CATSA welcomes these new members to the Team! ■

CATSA News Readership Survey

Keep your eyes open because CATSA will be looking for your feedback in our next newsletter.

Please make sure to take the time and fill out the survey. Your feedback and comments are very important to ensure that CATSA News contains information that our readers are interested in!



Correction

Please note that in our last edition of CATSA News, we forgot to mention that Mme Gauthier is an employee of Sécurité Kolossal at the Baie-Comeau airport.

We apologize for this oversight.

People Putting People First



Deer Lake Station Manager Cassie Benoit (front row, center) and airport screening team.

Deer Lake Airport is three hours west of Gander, Newfoundland. It handles a 50-50 mix of business people, and transatlantic and North American vacationers.

Although it handles some overflow from Gander, Deer Lake services different destinations. Cassie Benoit has been the Station Manager there since December 2004. She is employed by Shannahan's Investigation and Security Ltd., the screening contractor for the airport.

"I love dealing with the public," she said. "I had worked at different jobs around the airport in Stephenville, Newfoundland, for several years when the Supervisor of Security suggested I apply for a security position that came up. I've been going forward ever since."

As Station Manager, Cassie monitors the flights, patrols the floor to make sure the screeners are doing their job properly and handles any issues that come up, including VIPs.

"Yes, we do get a few VIPs through here," said Cassie, proudly. "We get politicians, foreign dignitaries as well as performers." Recently, the Trailer Park Boys (from the Gemini award-winning Showcase channel show of the same name) passed through on their way to a show at the Marble Mountain Ski Resort.

Cassie's people skills were again put to good use in early May. A mother and her young son were on their way to Ontario on vacation. Screening equipment revealed a firearm in her carry-on luggage so the officers took the boarding passes and

asked her and the boy to take a seat at the checkpoint. As soon as they detect firearms, security officers must call the police and separate the owner and the suspicious baggage from other passengers.

"I sat with her until the RCMP came," said Cassie. "She kept saying that there was nothing in the bag but makeup. She was really, really upset. I tried to explain that there was a problem."

In fact, her son had managed to stuff a toy gun in her carry-on without her knowledge. She recognized it as soon as the RCMP officer pulled it out and she immediately relaxed. The item was turned over to police.

"I felt sorry for her," said Cassie. "I couldn't tell her very much before the RCMP arrived and she was so scared. You know, I think that's the most important part of the job—putting people at ease when they don't understand what's going on." ■



CATSA Welcomes Nationwide ICAO Audit

continued from page 1

The audit reviews Canada's security policy and regulations. It also includes a nuts-and-bolts inspection at Pearson International Airport in Toronto. Among other things, the auditors examined procedures for screening passengers and their carry-on and checked baggage, our program for the training and certification of screening officers, the explosives detection equipment and systems that we are deploying, as well as access to restricted areas at airports, including our Restricted Area Identification Card program.

CATSA assembled a team with members from Operations, Regulatory Affairs, Quality to help the auditors understand Canadian systems quickly. The team's prime operational contact, Toronto's Lead Regional Manager, Grant Quinlan, is an ICAO-certified security auditor.

Canada is looking ahead to receiving a confidential report from ICAO this summer. It will respond with an action plan to address issues raised in the report. Says an optimistic Mansfield: "CATSA has been very proactive, and Canada is well prepared as far as Annex 17 compliance goes. Our country's air transport security is well developed, and we have our stuff together." ■

New BI Tool Drives CATSA to a Performance Based Organization

continued from page 4

BI has already shown a return on investment, allowing CATSA to save on billing hours across the enterprise. But the benefits will continue to increase as the system has more information to draw from, and there will be further opportunities to expand the use of the tool – through budget forecasting scenarios, by alerting other stakeholders to trends and potential threats, and by generating scorecards for ongoing operations. Ultimately, BI is a vehicle for CATSA's mandate of continuous improvement – building a better return, in terms of both security and service. ■

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