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BACKGROUND



CATSA Training Program: Preparing Our Screening Officers To Do the Job Right



Canadian Air Transport
Security Authority

Administration canadienne
de la sûreté du transport aérien

Canada 

Screening officers have an important, tough job to do. The pre-board screening of passengers and their carry-on items (PBS), the screening of checked hold-baggage (HBS), as well as the screening of non-passengers (NPS) are crucial components of securing the national and international aviation system against terrorism and other threats. Indeed, it is no exaggeration to suggest that the 4,000-plus airport security screeners deployed by CATSA are the flying public's "front line" of defence against terrorism and other aviation-related threats in Canada.



What makes the task even more imposing is that security threats are constantly changing, terrorist tradecraft is continuously evolving, and new aviation security technologies are continually being introduced to address these evolving threats. CATSA and screeners alike understand, therefore, that to stay one step ahead of terrorist threats in the skies, screening officers must be continuously well-prepared to carry out their crucial responsibilities. They need to be armed with the latest and best techniques, technology and training.

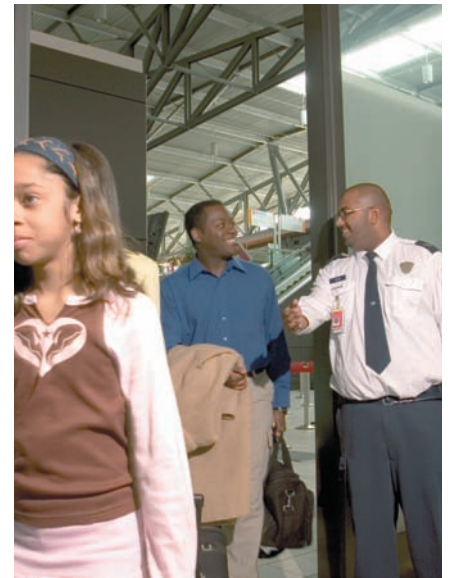
Good training is also essential because the screening of passengers, baggage and personnel are decidedly complex and demanding tasks. Each year, screening officers are faced with more than 37 million passengers and 60 million pieces of luggage. Each year, they must make nearly 100 million screening decisions. Yet they must make each and every decision quickly and carefully. In only 20 seconds, a screening officer is expected to make the right call on the contents of a bag. Doing so is vital if we are to ensure an effective, workable balance between security and smooth passenger flow – a balance that's key to both managing and meeting the security needs of the thousands of travellers who depart from Canadian airports every day.

CATSA and screeners alike understand, therefore, that to stay one step ahead of terrorist threats in the skies, screening officers must be continuously well-prepared to carry out their crucial responsibilities.

Finally, screening officers represent the ‘public face’ of CATSA and airport security in Canada. As such, screening necessarily entails stringent requirements for both steadfast security and stellar customer service. All screeners are expected to treat passengers with courtesy, respect and professionalism. Yet they must carry out their security duties with integrity, in a manner that is “friendly, fair and firm.” For no matter how important customer service may be, nothing trumps security. At CATSA, the security of the travelling public is our number one priority – a mission that we, together with screening officers, take extremely seriously. Failure is not an option. For the individual screener, this means that the weight of responsibility is immense, requiring high levels of concentration over long periods of time and continuous vigilance. Indeed, screening can sometimes be a thankless task: Screeners, after all, are the ones who must endure the ravages of unruly passengers and crew, and they are increasingly finding themselves confronted with abusive behavior for simply doing their jobs well in detecting, then prohibiting dangerous items from being brought on board.¹

Clearly these are important, complex and demanding responsibilities, proving that it takes much more than a machine to accomplish effective screening. CATSA recognizes this and sees the human element as a vital factor in airport security. That is why we consider it imperative to deliver top-notch training for all screener officers throughout the country. CATSA is committed to providing screeners with more than just the best tools and technologies available. We are also committed to providing the best, most comprehensive training possible in order to help screeners use modern equipment effectively, to stay abreast of evolving threats, to do their jobs right in detecting and addressing threats, and to do their jobs well in serving the traveling public.

CATSA has therefore instituted some of the world’s best training programs for screening officers, and our programs continue to grow in both quality and range. We have put in place an ever-growing variety of robust processes that require screeners to undergo a series of progressive training levels, and which allow us to us to test and re-test their abilities at every aspect of our screening



¹ To date, CATSA screeners have prevented over 1.3 million prohibited items from reaching aircraft cabins.



operations. We have expanded the amounts of classroom, on-the-job training and computer-based learning, more than doubling the overall level of training since 9/11. We have broadened and deepened our training curriculum to focus on security, technology and people skills. We are proud of the quality of our newly designed learning and performance programs which together afford screening officers the ongoing opportunity to continuously improve – ensuring that all continue to undergo a thorough, graduated training program while, at the same time, broadening their understanding and abilities regarding all aspects of security screening and operations.

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Indeed, CATSA considers the investment in training screening officers so all-important and worthwhile for national security that we have assumed the responsibility of delivering the entire range of our training directly in-house. Doing so has allowed the Authority to pursue new strategies to assist in meeting the ever-growing operational demands of both our internal and external stakeholders. The model also supports proactive, integrated and collaborative client service and includes a more seamless, responsive approach to training throughout the country. As a result, we have been able to maximize program quality, facilitate national consistency, and deliver our training more efficiently and effectively than ever before.

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1.0 BACKGROUND

During its first months of operations, CATSA’s efforts were focused on rapidly gearing up to assume responsibility from Transport Canada for the development and implementation of an expanded national training and certification program. During this initial period, therefore, the Authority concentrated primarily on enhancing and evaluating screener performance in their use of new security systems being deployed throughout the country. Efforts here focussed on developing a training program to upgrade existing screening officers to levels of CATSA certification – levels that far surpass what was previously required by Transport Canada.

Important upgrades and enhancements soon followed. Three new fundamental components – security, technology and customer service – were incorporated as main streams of study. The Authority was particularly proud to introduce the latter so as to foster greater operational consistency and quality throughout the country. Indeed, the Authority has very specific expectations of screening officers in how they carry out their responsibilities, including how they interact with the public. Screening Officers represent the ‘public face’ of CATSA and airport security in Canada, after all, so they must treat – and must be seen to treat – passengers with respect, courtesy and professionalism. That said, however, CATSA is first and foremost a security organization. Our mission is to protect the public by securing critical elements of the air transportation system as assigned by government. From the outset, therefore, CATSA has adopted a philosophy of “*friendly, fair and firm.*” Since security of the travelling public is the primary responsibility of CATSA and screening officers alike, all screeners are expected to put security first. Even in the face of unruly behaviour from passengers, screening officers must commit to carrying out their security duties with resolute integrity; they must apply standards consistently, and must perform procedures correctly and thoroughly in order to ensure that nothing gets in the way of their primary responsibility to provide security to the travelling public in Canada.

To help them in these complex responsibilities, CATSA has deliberately gone beyond prior requirements and followed a comprehensive, multi-faceted approach to preparing and developing screening officers to handle all the exigencies of their jobs. Ever since the Authority assumed formal responsibility for the screening function on December 31, 2002, therefore, it has implemented a wide-ranging, far-reaching integrated screener-development program encompassing not only training but also validation and continuous improvement for basic, advanced and supervisory levels of proficiency. Successive years have seen the ongoing development and expansion of this program, culminating with the implementation of CATSA’s current first-generation National Training and Certification Program (NTCP).

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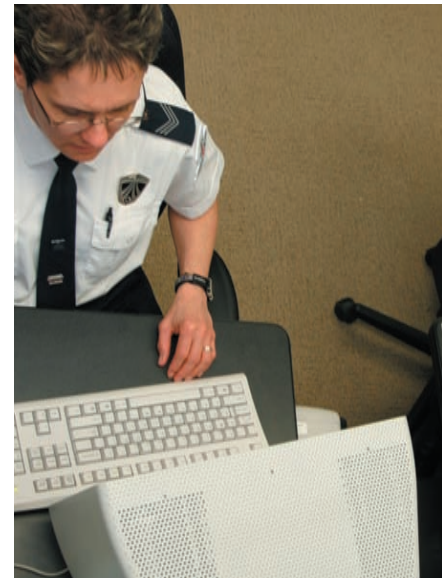
2.0 NATIONAL TRAINING AND CERTIFICATION PROGRAM

The NTCP program represents a major advance over all screening officer training systems offered in the past. It is a complete, multi-level, multi-faceted training system that nearly doubles classroom instruction time over what had previously been provided, and triples on-the-job training hours compared to pre-9/11 levels.

The program is demanding and effective. The program's core – the Training and Certification framework – is based on stringent regulatory requirements and a rigorous sequence of structured developmental elements that form the basis for proficiency through each stage of a Screening Officer's multi-level training and certification.

Even before being admitted for training as Screening Officers, all applicants are required to meet regulatory standards as set out in the *Designation Standards for Screening Officers* (DSSO). These standards stipulate the minimum requirements (age, citizenship, official language capabilities, security assessment and health status) and performance standards that applicants must meet in order to become a Screening Officer, as designated by the Minister of Transport, and to be granted the authority to search persons and goods at airports in Canada.

For those admitted as Screening Officers, the program is graduated – beginning at the basic level, followed by advanced and supervisory levels. At each level, a screener is required to successfully complete both written and practical end-of-course evaluations before being permitted to undertake on-the-job training at that level, prior to and leading up to CATSA certification. The program is also predicated on a comprehensive 'continuous improvement' framework that provides ongoing refresher and upgrade training at all levels to ensure continuous improvement and learning, as well as additional training for those officers who wish to move into point leader, supervisory and management positions.



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Certification consists of a formal process of evaluation and validation of Screening Officers performing screening and searching techniques and processes at various levels of competency. Screening Officers receive endorsements in accordance with the specified levels of proficiency. An endorsement must be attained for each screening technique, for example, the use of the hand-held metal detector. In addition to the skills required to perform each screening technique, each endorsement validates that the officer has acquired the skills and knowledge to resolve alarms, implement emergency response procedures and exercise the proper care and control of persons and baggage. Each screening officer receives a certificate that itemizes their current set of endorsements and a screening officer must be able to present their certificate upon demand by a Transport Canada inspector.

The entire process represents a major mutual commitment on the part of both the individual Screening Officer and CATSA. All told, the Authority invests an average of more than \$4,000 in the training and development of each Screening Officer.

This is time and money well spent. CATSA's investment in its professionally-delivered training program produces a highly-skilled, well-informed screening officer workforce that consistently receives positive feedback from both internal and external stakeholders. CATSA is widely recognized throughout the global aviation security community and as having instituted some of the world's best training and development initiatives for screening officers. The current National Training and Certification Program has received the endorsement of the International Civil Aviation Organization (ICAO). The NTCP has also proven itself nationally by ensuring consistent and professional levels of service across the country, helping CATSA to meet all of its mandated responsibilities within a few short years since its creation.

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3.0 ENHANCEMENTS: ONGOING IMPROVEMENTS IN THE NTCP

The NTCP is, in fact, a dynamic and growing entity, one continuously advancing, continuously improving. During the latter part of 2004-05, therefore, CATSA conducted an extensive review of all administrative and operational programs associated with the NTCP, seeking ways to increase efficiency and effectiveness, and to facilitate even greater national consistency. Equally important, the review was launched in due recognition of the fact that, ultimately, performance depends upon, and so is best enhanced when tied to, other elements of learning besides training.

A decision was therefore taken to restructure the business model and processes for the overall delivery of training and certification of screening officers.

Changes were implemented in the following two areas:

1. Course delivery and scheduling would be carried out directly in-house by CATSA instructors and scheduling coordinators, rather than by continuing to rely on contracted services in these areas; and,
2. The strategy and curriculum for all learning and certification programs would be revamped and integrated under a new Learning and Performance group. Specifically, the group was charged with overseeing a comprehensive battery of new and improved programs in the areas of competency and performance standards, pre-employment selection, learning, certification, and ongoing professional development.

All changes were strategic, following the Authority's strategic direction and priorities, and used the Balanced Scorecard approach in setting specific operational priorities and plans.



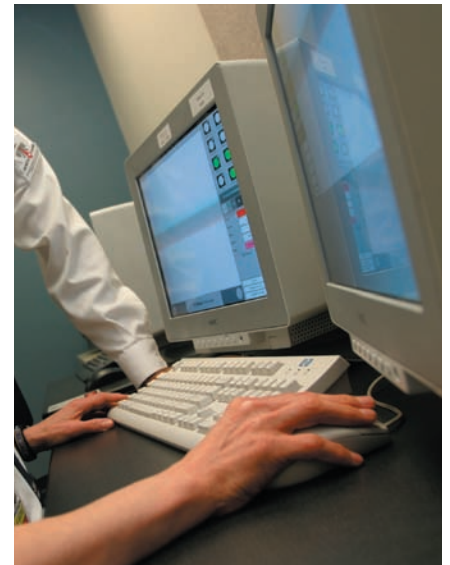
The key starting point for these evolutionary improvements came in 2005 when CATSA decided to assume full responsibility in-house for direct delivery of training that was previously contracted out. Doing so has permitted CATSA to reorganize the training function from top to bottom in order to pursue new strategies aimed at providing a more complete, comprehensive and consistent training and certification program to screening officers and their supervisory personnel across the country through progressive levels of instruction. The decision to restructure the National Program and bring training in-house is also thought vital for CATSA to ensure that screening officers across Canada continue to undergo thorough graduated training on a consistent and cost-efficient basis.

Similar needs and benefits will also be realized from having internalized and centralized all training functions within the Learning and Performance Group. In-house development and delivery under one roof will greatly assist CATSA in expanding the range and quality of its programs, while reducing training and operational costs. This permits efficiencies of scale and scope. CATSA will also be able to increase the effectiveness and cross-country consistency of its training because in-house centralization empowers the Authority to better align the current curriculum to new performance standards and structures that assess screener performance on the basis of proven accomplishments and competencies rather than simply meeting minimal time requirements for training, as was the case in the past under contract training. Instead, CATSA will now be better able to control and assess the quality of all training, conduct written and practical evaluations, provide courses on-site to meet local needs, and strengthen OJT requirements so as to focus on performance standards rather than on time periods. CATSA will also be able to maximize the benefits (and minimize the costs) of instructor-led classes by focusing this form of training on practical elements in a laboratory setting. In fact, it should be stressed that a training program as vast and varied as that now provided by CATSA, not to mention the capacity for seamless integration of the on-the-job training (OJT) and certification processes, would simply be impossible were it not for CATSA's decision to internalize training.

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CATSA's improved training strategy includes the following:

- An integration of the roles of trainer/certifier, with certification by the trainer at the end of the training period, before on-the-job training, rather than as a separate function.
- A culture more oriented to coaching and mentoring than in the past.
- A train-the-trainer system to ensure high quality capabilities among instructors.
- A redefinition of on-the-job training that will provide guidelines and options for Screening Contractors to increase effectiveness and efficiency.
- Streamlining course material, to focus on practical elements, resulting in a reduction of total in-class training time.
- Development and testing of a Pre-Employment Module that will specify and test some basic capabilities and conditions that will be required before a candidate can enter the training/certification program.
- Certification retesting will be annual rather than every two years, and will be based on a Screening Officer's on-going and continuous training and performance.
- The training data base will be maintained by CATSA, rather than the Screening Service Contractors.
- Programmed learning on computer terminals will be developed further that will focus on theoretical elements and offered more broadly.



The enhanced curriculum refines and expands the existing content to deliver it more efficiently and effectively across the country. CATSA will develop the practical elements of lab work into theoretical content which can be used for shorter modularized components for delivery on-line to all airports through its Learning Management System. For example, non-sensitive content can be provided to screening officer trainees on-line prior to formal training, such as the history of terrorism and basic customer service principles. Other on-line modules will provide general information on equipment and security screening methods and techniques and will be required as a prerequisite to registering for the practical segment, during which the instructor will focus on the application

through exercises and simulations. And since these modules will be between 15 and 30 minutes each, screening officers will be able to incorporate the training during down times while on their shifts.

An important element of the restructured program will be to enhance the Point Leader program to strengthen the coaching and mentoring elements and improve the On-the-Job Training (OJT) to focus on performance standards rather than on training timeframes. Guidelines will be provided to Point Leaders for conducting OJT, in addition to providing options for including exercises and scenarios to focus on weaknesses.

The national program framework involves completion of the multi-level curriculum, successful evaluation within the on-the-job training program and certification of applicable endorsements following each completed level. Currently certification is valid for two years; however, under the revised program, screening officers will be re-certified annually. Criteria for re-certification will be based on performance measures, such as TIPS and XRT, successful completion of mandatory recurrent training modules, an annual rating provided by Screening Contractors and a computer-based test that will be based on new information and operational changes.

The business plan and project charter of an enhanced on-going professional development program is scheduled for development in the new fiscal year. This program will be self-directed by screening officers, in consultation with their Screening Contractors. The purpose of the program will be to increase the level of professionalism in the screening officer workforce and the credential will provide an important indicator to the public. It will allow screening officers to achieve a national standard of professional competence that demonstrates their broad understanding of all aspects security screening and operations. The prerequisite for application to the program will be a minimum of two years' full-time experience.

The national program framework involves completion of the multi-level curriculum, successful evaluation within the on-the-job training program and certification of applicable endorsements following each completed level.

The program's core – the new Training and Certification framework – now targets new hires and was restructured to expand on the existing content and deliver it more efficiently and effectively across the country.

Key components of the re-structured framework include the following:

3.1 Foundations Program

The Foundations program incorporates and streamlines learning components previously included in Levels 1, 2 and 3. Foundations I and II represent the basic Screening Officer level. Screening Officers must achieve and maintain all endorsements associated with this program at all times in order to remain certified. The Foundations I and II programs provide the training in a more efficient manner and incorporate the activities of classroom instruction, practical activities, On-The-Job Training (OJT) and certification in a cohesive and continuous learning experience that begins with the classroom instruction and ends with certification of the screening officer. As a pre-requisite, Screening Officer candidates must complete the Introductory Pre-Foundations Program as the first step to help them understand the basics of CATSA, customer service and the airport security environment in which they will be working.

The Foundations program incorporates and streamlines learning components previously included in Levels 1, 2 and 3.

Foundations I and II consist of intensive five-day programs that include the following elements:

- Instructor-led classroom training
- A written examination
- Practical activities initially in a laboratory or closed security checkpoint environment, followed by live checkpoint OJT in preparation for practical evaluation and certification.



All newly-certified Screening Officers must then undergo post-certification OJT under close supervision of their point leaders to ensure familiarization of their working environment.

Pre-Foundations and Foundations I were successfully piloted in Toronto during the fall of 2005. National roll-out began in early 2006 and is proceeding smoothly. The Foundations II program will be piloted in the early spring of 2006, after which it will be implemented nationally to complete the transition.

3.2 Endorsements

Re-organization and streamlining have permitted a major reduction in the number of endorsements associated with the “Foundations Program,” down to nine from the previous sixteen associated with the original program. Program quality has nonetheless been retained, since the required competencies remain the same and the structure continues to meet and/or exceed the DSSO requirements.

Foundations I will focus mainly on the competencies related to screening a person, while Foundations II will focus on screening baggage and items. Alarm resolution, emergency response procedures and care and control of persons and baggage form part each endorsement respectively.

The following illustrates the endorsements associated with the new Foundations Program:

Foundations I	Foundations II
Pre-Screening Procedures	Physical Search of a Bag (Carry-on)
Walk-Through Metal Detector (WTMD)	Physical Search of a Bag (Checked)
Hand-Held Metal Detector (HHMD)	X-Ray (6040i \ 7555i)
Physical Search of Person (PSOP)	Explosives Detection Trace (EDT)
	Professional Conduct

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3.3 Disability Awareness Program

CATSA developed new training material to provide screening officers with in-depth knowledge and understanding of the realities and challenges that persons with disabilities face on a daily basis. This program consists of two modules:

- **Module A** – Understanding and Awareness (providing knowledge about screening persons with disabilities and the technical aids used); and
- **Module B** – Screening with Sensitivity (instructing screeners on the application of communications and screening methods)

3.4 A Survivor's Story: The Hijacking of Egypt Air 648

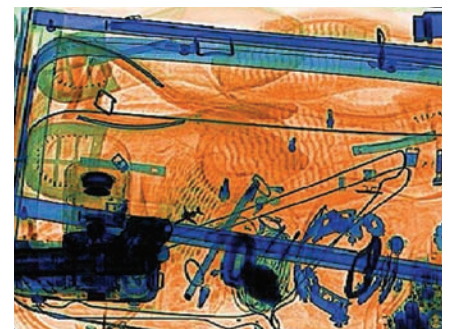
CATSA introduced this new training module as part of its national training program for Screening Officers. It is the story about Jackie Pflug, who survived as a hostage in the hijacking of Egypt Air 648 on November 23, 1985. It is used to sensitize Screening Officers and the air transportation industry about the impact of a terrorist event. This module will be offered as part of initial and on-going training programs.

3.5 On-the-Job Training

The structure of on-the-job training (OJT) component of the new Foundations program was strengthened to focus on performance standards rather than on simply training for a specified number of hours.

3.6 X-Ray Tutor (XRT) and Threat Image Projection (TIPS)

The most recent example of technological tools being used with great success in our training programs are “X-Ray Tutor” and “TIPS,” both of which have been fully implemented at all designated Class 1 and 2 airports. The two are software-based simulation programs that allow screeners to improve their ability to recognize and identify a complete array of threat objects including guns, knives and improvised explosive devices (IEDs).



X-Ray Tutor (XRT) operates much like a video game: A screening officer can “play” at progressing levels of complexity, each level offering different and increasingly more challenging images, to hone their skills in spotting concealed threat objects. The ‘game’ is deadly serious, however. The program projects images similar to those that screeners may actually face one day, displayed on x-ray machines for baggage screening. Thus, XRT allows CATSA to train, evaluate and select individuals long before they are ever deployed at checkpoints on-site and entrusted with real-world screening assignments. The program also has the capability of being adapted as a baseline evaluation for post-training follow-up, using either a Prohibited Items Test (PIT) to evaluate training and performance for carry-on baggage screening, or a Bomb Detection Test (BDT) to evaluate training for screening checked hold-baggage and performance in recognizing IEDs.

TIPS (“Threat Image Projection” software) is a software program that serves a similar range of purposes, the difference being that TIPS operates on actual x-ray equipment and, thus, enhances real-world simulation. As bags move through the X-ray unit at a checkpoint, TIPS randomly projects fictional threats into the X-ray images. It is designed to promote increased awareness, motivation and vigilance by providing screening officers with the challenge of detecting these threat images when they occur in real-world conditions

3.7 Enhanced Training Bags

Training bags containing actual threat items (IEDs, weapons) were disseminated to all airports, and a detailed protocol for their handling and use in training exercises was developed.

3.8 Enhanced Program for Point Leaders

Since point leaders perform the vital role of overseeing the operations of screening checkpoints and the performance of screening officers, enhanced training modules for point leaders were developed and piloted in Edmonton



in late 2005. Modules included: roles and responsibilities (delivered by CATSA regional managers); supervision; oversight; coaching; and conducting OJT.

3.9 Improved Explosive Device (IED) Detection and Safety Boards

In response to recommendations made by screening officers across the country following the 2005 ‘Sharing CATSA’s Vision’ tour, and as part of CATSA’s ongoing and continuous improvement program, training boards showing a range of improvised explosives devices (IEDs) and components thereof were developed and distributed to airports throughout Canada.

These boards are vital, ongoing learning tools because they provide screening officers with actual examples and essential information on detecting and handling IEDs – thus helping to enhance their ability to detect, recognize, and deal with real-world IEDs. These boards will be mounted and displayed in all CATSA training centres and in non-public locations accessible to screening personnel (e.g. staff or lunch rooms).



3.10 Competency Identification and Performance Standards

A competency model for screening officers was developed to properly examine and redesign current training and certification programs and assessments. It also provides input into several other screening contractor HR-related programs such as selection tools, promotion and performance evaluation. The model was developed by working groups led by CATSA personnel from Operations, Quality, Strategic and Business Planning, Learning and Certification, and which included subject-matter experts and representatives from major screening contractors.

Competencies will be used to establish screening officer and point leader performance standards; enhance and validate learning programs (courses and assessments), on-the-job training programs and certification programs;

establish a comprehensive ongoing professional development program; and develop and validate the pre-employment selection program.

3.11 On-Going Professional Development Program

An enhanced on-going professional development program has been designed in consultation with CATSA's Screening Operations and Service Contractors to focus on competencies, continuous training, and capitalize on web-based training.

The purpose of the program will be to increase and substantiate the level of professionalism in the screening officer workforce. In doing so, the program will provide an important indicator to the public, screening contractors (employers) and CATSA personnel that a given screening officer has achieved a national standard of professional competence and, thus, demonstrates a broad understanding in all aspects of security screening and operations. The prerequisite for application to this program needs to be confirmed but could involve a minimum of two years' full-time experience as a screening officer.

3.12 Pre-Employment Selection Program

Development of a valid, reliable pre-employment selection process is currently underway in collaboration with major screening contractors and other CATSA groups based on information obtained through internal and external sources, including: a competency study of CATSA screeners; detailed review of pre-employment selection programs for screening officers now deployed by the US Transportation Security Administration, QinetiQ and other organizations; and research findings on screening officer performance compiled using XRT and TIPS.

A competency model for screening officers was developed to properly examine and redesign current training and certification programs and assessments.

The program will be piloted and phased-in over a period of 2 years, and is targeted to contain the following components: computerized written tests, both cognitive and non-cognitive (modelled on TSA tests, including the Aviation Security Employment Test, Screener Language Evaluation Test, and Screener Object Recognition Test); structured interviews; physical abilities tests; and medical evaluation (hearing, visual acuity, colour perception, physical coordination and motor skills).

Development of a valid, reliable pre-employment selection process is currently underway.

3.13 Enhancement of the Learning Management System

The LMS web-based application is a tool used by CATSA to deliver the National Training and Certification Program (NTCP). It tracks all airport Screening Officers in their path from new-hire to full certification and specialization. The LMS manages the NTCP training curriculum, course calendar, session time and place, test results and course evaluations. It provides CATSA management with access to numerous real-time queries and reports.

The Learning Management System underwent a series of enhancements that were designed to improve the capture and maintenance of records; augment operational efficiency; and support ongoing program development. The LMS enhancements provide the following functionality:

- Combines the learning and certification data into one central Learning Management System (LMS) and eliminate all other data stores, e.g. Excel spreadsheets.
- Provides a centralized process to support the single point of data entry for all new screening officers.
- Ensures correctness of the LMS data.
- Satisfies CATSA's business objectives, rather than having business processes driven by the computer system.

4.0 NEXT STEPS – PLANNED ACTIVITIES (2006-07 AND BEYOND)

The following are the main activities planned for the coming years:

4.1 Establish the CATSA Training Program as an ICAO Standard

CATSA is proud of the quality of our newly-designed learning and performance programs already recognized as state-of-the-art. Indeed, the Authority aspires to see our National Training and Certification program established as an ICAO standard, and we would hope to work with ICAO to that end.

We also continue to develop and refine our program, setting our benchmark ever higher. CATSA utilizes best practices and evidence-based research to ensure the highest levels of effectiveness and efficiency in training screening officers and maintaining their skills and knowledge.

4.2 On-Going Professional Development Program

An enhanced on-going professional development program has been designed in consultation with Screening Contractors to focus on competencies, continuous training and to optimise the use of web-based training.

This program will increase the level of professionalism in the screening officer workforce and allow them to maintain and sharpen their skills and knowledge. The program will be launched in 2006 and will contain some existing NTCP components, such as X-Ray Tutor and TIPS, in addition to the following:

- Self-paced e-learning modules;
- Individual and team based simulations and exercises; and
- Comprehensive computer-based examination.

The Authority aspires to see our National Training and Certification program established as an ICAO standard.

4.3 Annual Re-Certification *(Endorsement Evaluation Process)*

A redesigned re-certification process will be introduced in 2006-07 and it is proposed that the process will be conducted annually, based on such criteria as:

- Oversight at the security screening point by Learning and Performance Advisors, and Regional Managers /CATSA Operations Managers (observations and warnings recorded on the screening officer in the LMS);
- Performance on XRT and TIPS;
- Successful completion of mandatory recurrent training modules (part of the On-Going Professional Development Program);
- Annual performance rating by Screening Contractor;
- Current Knowledge and Procedures Test (computer-based test of current SOPs with emphasis on recent SOP changes).