



# CATSA NEWS

JUNE 2004

## NEW SCREENING CONTRACTOR GARDA OF CANADA SETTLES INTO ITS NEW ROLE

The first impression one gets when speaking to Garda of Canada's Vice-President Allan Bentley is that of a good leader. It comes as no surprise that those same qualities are what he looks for in his company's employees, and particularly his leadership team.

"There's a difference between a manager and a leader. A manager applies what is in 'the book'. A leader is someone who is knowledgeable of what's in the book but makes decisions based on what's the right thing to do," he says. Mr. Bentley says that's what his company, screening contractor



Garda of Canada's Vice-President of Corporate Development, Allan C. Bentley.

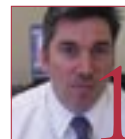
Garda of Canada, instructs its leaders to do.

Garda of Canada, a company known for providing fully integrated security solutions, is one of CATSA's new screening contractors serving the Toronto region. Responsible for providing screening services at Toronto Lester B. Pearson International Airport, Toronto City Center Airport and Toronto Buttonville Airport, Garda employs 8000 employees, 1300 of them screening officers.

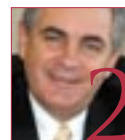
"We have been very successful because we are solutions oriented and have focused on security and service, something the majority of our new employees are excellent at delivering. As leaders, we have to allow the Point Leaders to supervise the screening officers in performing their job functions as best they can. The Point Leaders are one of the most important supervisory and leadership positions in the operation."

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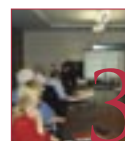
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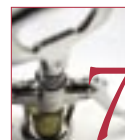
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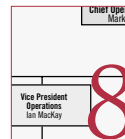
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## MESSAGE FROM THE PRESIDENT AND CEO



Both CATSA and its screening contractors underwent change in the past few months, from new screening contracts coming into effect to CATSA's organizational review, which resulted in significant changes at the Vice-President and Director levels. This new structure is designed to assist CATSA in meeting the current and future business needs as it evolves from a young "entrepreneurial" type organization into a more coordinated and integrated operation, while maintaining flexibility and responsiveness. (Please see P.8 for the new organizational chart of CATSA's Vice-Presidents and Directors.)


Here at CATSA, we believe that to be a successful corporation, we must always look ahead to improve our business and adapt to the ever-changing trends in today's industry.

We also believe that a strong partnership between security organizations on the local, national and international levels is key to reaching our goal. An example of this type of partnership is the recent U.S.-Europe agreement on intelligence-sharing of information on travellers flying to the United States.

While this accord has fueled much debate, it has sent a clear message to the air security community: there is an increasing need for cooperation and communication in our industry. Although we each play an important and vital role in the fight against terrorism, it is our united approach that will make a difference.

At CATSA, we recognize the significant role that each member plays in air security, from screening contractors, to screening officers, to airport authorities, to airlines and air crews. We believe every individual working inside and outside an airport contributes to the security of air travel and helps keep Canada's air transportation industry one of the most effective and secure in the world.

Last month, CATSA's Operations team met with Garda of Canada to discuss their latest projects and our service expectations (See P.1 for the complete article). We look forward to working with all our screening contractors to continue to provide exceptional screening services.

We need to keep up the good work and remember our one common objective which is the security of the travelling public. 

A handwritten signature in black ink, appearing to read "Jacques". The signature is fluid and cursive, with a large loop at the beginning and a long horizontal stroke at the end.

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

## NEW SCREENING CONTRACTOR GARDA OF CANADA SETTLES INTO ITS NEW ROLE

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Mr. Bentley describes Garda as a "service company that specializes in security".

"We are a service company first and our focus is on the provision of a security service while remaining faithful to our values and company vision," he says.

According to Mr. Bentley, one of the main ingredients of effective delivery of service is the visibility of the leadership team at the work site.

"I try to be at one of our airports at least once a week for half the day. I walk around and talk to the screening officers. I listen to them talk about the challenges they face and discuss possible solutions. It's very important for the leadership team to be visible and present on the front lines. The screening officers know we care and that inspires them to provide a leading service at the checkpoint," says Mr. Bentley.

Since their takeover of screening services in the Toronto area on April 1, 2004, Garda has been working on a three-phase plan to ensure a seamless transition into their new role and meet CATSA's 10 areas of improvement. (See the March edition for CATSA's 10 areas of improvement.)

"Our first phase consisted of introducing screening officers to our company, our new leadership team (directors, senior managers, and managers), implementing the service on April 1<sup>st</sup> and opening a new terminal April 6<sup>th</sup> – all with service and security at 100% in the first 6 days. The second phase was a review of systems, processes, and structure, in addition to making sure we had a key to the office door and a working phone line. Our third phase, the one we're currently working on is the review of personnel, polishing our operations and enhancing our service to travellers and to CATSA, and moving forward to "raise the bar" and work on our commitment of continuous service improvement," says Mr. Bentley.

"We are working with CATSA on improving service and meeting expectations, and we believe we have what it takes to do so. We believe in good customer service and in our contribution to securing Canada's air transport system through the provision of leading screening services." 🇨🇦

**CATSA NEWS would like to thank Mr. Bentley for his time and contribution to this piece. We will be featuring the other screening contractors in future issues.**

## REGIONAL MANAGERS MEETING

From May 26<sup>th</sup> to 28<sup>th</sup>, CATSA held a Regional Managers meeting in Ottawa.

The two-day meeting focused on an exchange between Regional Managers and different divisions of CATSA on our latest projects and challenges both at Headquarters and in Regional Centres across the country.

Regional Managers attended a series of presentations and meetings on recent developments including Non-Passenger Screening (NPS) and the Restricted Area Identification Card (RAIC).

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CATSA's Regional Managers at CATSA's headquarters in Ottawa.

# STUDENTS JOIN CATSA TEAM FOR SUMMER 2004

The Canadian Air Transport Security Authority (CATSA) believes in giving students the opportunity to gain work experience and develop skills that will help them succeed in the future. This summer marks the second year that CATSA has hired students to work for the summer months (May to August). Students have been placed in various areas from Information Technology to Legal Services. Marc Bellefeuille, Patrick Brazeau, Nicolas Foubert, Christopher Harley, Nelson Realegeno, Pierluc St-Jacques, Danielle Vaillancourt, and I (Marianna Klement) are the newest members to join the CATSA team for summer 2004!

Marc, a fourth-year Human Kinetics major from the University of Ottawa, is the new face behind the reception desk at CATSA. He was matched to the job through the Federal Student Work Experience Program (FSWEP). Marc's daily tasks are managing calls, facilitating mail flow, and welcoming and orienting visitors to CATSA, to name a few.

Another student who sees many different faces in the span of his workday is Nelson, who studies at Algonquin College and works for Information Technology. He is responsible for end-user support, which involves creating new user accounts, solving printer problems, upgrading servers, and setting up workstations and phone lines—thanks Nelson! His determination is evident

practice. One major responsibility was helping to organize an Open House held by CATSA's equipment team on May 25, 2004.

Does any student have the privilege of working directly with the President and CEO, Mr. Jacques Duchesneau, himself? That person is Pierluc, who studies business administration at the Université du Québec en

Outaouais. His skills are put to the test daily as he conducts on-going research and must efficiently manage his time for multiple projects.

After gaining extensive work experience at Transport Canada, Nicolas applied for a summer position

in CATSA's Application Solutions and Support division. He's been hired to assist in the coding and publishing of CATSA's intranet and internet sites. Nick hopes to build upon his work experience and, like so many of us students, to save money to pay off tuition debt.



CATSA's President and CEO Jacques Duchesneau and CATSA's Human Resources Officer Lisa Russo are joined by the 2004 summer students: (From left to right) Danielle Vaillancourt, Patrick Brazeau, Nicolas Foubert, Maxime Myre, Marc Bellefeuille, Nelson Realegeno, Marianna Klement and Aline Chan. (Absent): Christopher Harley and Pierluc St-Jacques.

and job performance is important to him.

Chris, who is part of the double-cohort this year, landed a summer co-op placement at CATSA working for Operations. As a student in the Aviation Management program at Georgian College, he has been given the chance to put his studies into



Some of us had such positive work experiences at CATSA that we applied to work for another summer! Danielle, Patrick and I are first-generation CATSA summer students who have been hired once again, this time, with new roles and responsibilities.


Currently a member of Legal Services, Danielle works hard at reviewing CATSA policies and making recommendations on security clearance. She also revises and amends CATSA's by-laws, which is a great opportunity for this University of Ottawa law student. Last summer, Danielle worked for CATSA's Law, Policy and Strategic Issues division.

Patrick took the initiative and wrote to a member of CATSA, explaining his qualifications for a summer student position. This University of Ottawa student, who is completing a Joint Honours degree in Math and Economics, co-organized the Open House, creates presentations, and works on reimbursement auditing and statistical analysis.

Having gained practical experience working for Operations last summer, I was excited to see a posting for a summer position in the Communications division. Determined to get the job, I did everything from bringing writing samples to evaluations from previous co-op work terms to my

interview. The opportunity to develop my skills and gain work experience in another section of this important organization are what motivated me to apply.

When CATSA decided to hire summer students they did so knowing it was an all-win situation. The students are given the opportunity to learn and gain work experience that will develop their marketability in the workforce, while CATSA benefits from the unique skills, determination, and enthusiasm that the students bring to work each day.

I can speak on behalf of all the students working for CATSA this summer when I say that we are determined to perform at our best. While working in different divisions within the organization, we recognize that we are members of a group of people who are consistently working to fulfill CATSA's mission. With team members made up of Vice-Presidents and Directors, managers and summer students working in different divisions, the sky's the limit to what CATSA can achieve! 

**CATSA NEWS** would like to thank Marianna Klement for writing this article. Stories by Marianna will be featured in **CATSA NEWS** summer editions.


Aline Chan and Maxime Myre joined CATSA following the publication of this edition and will be featured in the next edition.

## REGIONAL MANAGERS MEETING

*Continued from page 3.*

Events included a tour of CATSA's new Security Communications Centre which will monitor and ensure continuous communication with the screening points at airports across the country.

On their last day in Ottawa, CATSA's Regional Managers received a demonstration of screening systems at the Ottawa International Airport.

CATSA's next Regional Managers meeting is scheduled for the fall. 

## INTERVIEW WITH MONCTON PBS SUPERVISOR NORM ARSENAULT

The Greater Moncton Airport is one of the fastest growing airports in Canada. Such rapid growth could be partly attributed to its friendly atmosphere and strong dedication of members of the airport community.

Moncton PBS Supervisor Norm Arsenault working for screening contractor Shannahan's Security, is part of that community. Since starting his career as a screening officer in September 1999, during the Francophonie Summit held that year in Moncton, Norm says he has been enjoying everything PBS has to offer, from rewarding challenges to new experiences.

"PBS is just exciting. You learn something new every day," he says.

And according to him, he's not the only one finding PBS a great career choice.

"There is a growing interest in screening officer positions. Here at the airport, we were only eight screening officers five years ago.

Now we're 28 and the interest in a security screening career continues to increase," he says.

When asked if screening officers face challenges at the airport on a regular basis, Norm highlights what he thinks makes a difference in the delivery of screening procedures at that airport.



Moncton PBS supervisor Norm Arsenault with Moncton PBS officers.

"We face few challenges here at the airport thanks to the people who work here. The airport authority and airport employees do a great job at preparing the airport for operation and I believe it is one of the best airports to work at and to fly from. We have great people, a number of great services such as regular flights to Germany and France as well as friendly and professional screening services," he says.

The Greater Moncton Airport has a steady passenger flow that is increasing every year. And although Norm admits that being a PBS supervisor at the airport has its challenges, he says that working with CATSA and undergoing the training has been of great help, especially CATSA's on-the-job training where he learned first-

hand the handling of the screening equipment and the screening of passengers. According to him, the main challenge of his job is what also makes PBS interesting and fun.

"The main challenge is keeping everyone happy, from

passengers to PBS officers while ensuring they follow the Standard Operating Procedures (SOPs). Thankfully, we have a great staff and the new SOPs are now more detailed and specific, which makes it easier to answer questions from screening officers and passengers," he says.

And according to Norm, there are two main skills that are required to help reduce the challenges and



Moncton PBS supervisor  
Norm Arsenault

provide exceptional screening services: vigilance and observation.

"You learn a lot by watching and listening. In the beginning of my PBS career, I watched a lot of the officers and what went on within the airport. Little by little, you learn and gradually become an expert," he says.

And according to him, the Greater Moncton Airport is an ideal place to master screening skills.

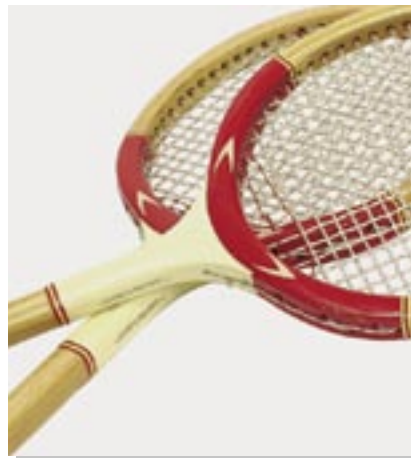
"I see the Moncton Airport busier than ever and it's getting bigger and bigger. It's the ideal spot, the hub of the Maritimes and I'm proud to be contributing my time and talent to such an interesting field within that airport." 

CATSA NEWS would like to thank PBS supervisor Norm Arsenault for his time and continued dedication.

## FOUR ITEMS NOW ALLOWED IN CARRY-ON LUGGAGE

In an effort to harmonize Canada's list of prohibited items with those of our international partners, Transport Canada has removed four items from the prohibited items list for carry-on luggage.

The items are: corkscrews, other than those with attached knives; knitting needles; sports racquets (such as racquetball, squash and tennis); and whips.




Transport Canada regulates and administers the list of prohibited items.

"While the exempted items are no longer considered to be a threat to aviation security, the department maintains the authority to add to the list any items it considers a possible threat to the security of a flight and its passengers," says Transport Canada spokesperson Bernard Pilon.



"Transport Canada's responsibility is to monitor the system to ensure it is effective in addressing the challenges brought on by the changing security environment," says Mr. Pilon.

CATSA works in close cooperation with its regulator, Transport Canada, on the implementation of the prohibited items list at pre-board screening (PBS) checkpoints across the country.

For an updated list of prohibited items, please visit our website at [www.catsa-acsta.gc.ca](http://www.catsa-acsta.gc.ca) or Transport Canada's website at [www.tc.gc.ca](http://www.tc.gc.ca). 

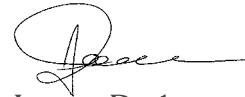
## CATSA'S NEW ORGANIZATIONAL STRUCTURE

Over the past several months, we have reviewed and assessed our programs, services and organizational structure to meet our ultimate goal of building a strong, viable CATSA for the future.

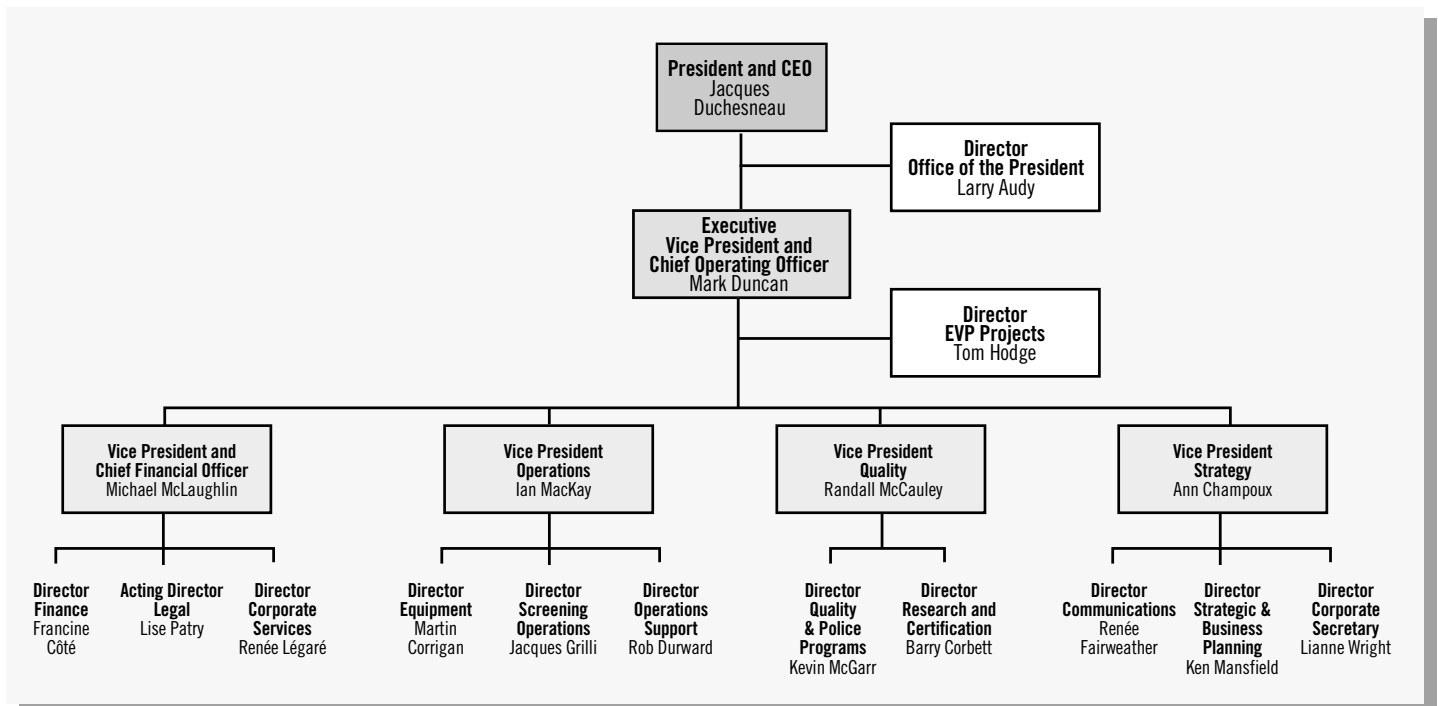
The Board of Directors recently approved a new organizational structure for CATSA that will be more efficient in meeting our objectives and goals.

I would like to thank everyone at CATSA for their effort in helping

develop and implement our new organizational structure. Thank you.



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



## Media Inquiries

If you receive inquiries from the media about CATSA or any security-related matters, please direct them to CATSA's Director of Communications Renée Fairweather at **(613) 998-4527** or Communications Advisor Marianne Keriakos at **(613) 998-0311**.

## 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](http://www.catsa-acsta.gc.ca)