



CATSA NEWS

JANUARY 2005

THE BEST CHRISTMAS GIFT EVER: OBSERVING THE UKRAINE ELECTION

Caroline Sauvé, Analyst in Legal and Regulatory Affairs at CATSA had the privilege of being an observer during the Ukraine election this past December.

"I received a phone call from the Privy Council's office asking me if I would be interested in being part of CANADEM, a non-profit agency dedicated to advancing international peace and security through the recruitment, screening, promotion and rapid mobilization of Canadian expertise in various international activities. CANADEM was responsible for recruiting observers for the Ukraine election. I knew right away that this was something I had to do, but

nothing prepared me for what I was about to see".

The 10-day excursion started on December 21st when some of the Canadian delegates, including Caroline, flew from Ottawa to Kiev (Ukraine's capital) where they received a 2-day briefing on the Canadian mission.

Delegates were sent to 17 of the 25 regions (provinces) within Ukraine. Caroline had a 19-hour train ride to Zaporizhia where she stayed for 4 days.

When she arrived in Zaporizhia, she met with the election committee who briefed her on procedures

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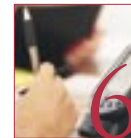
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'Tent City' in downtown Kiev.

MESSAGE FROM THE PRESIDENT AND CEO



On the beautiful, sunny morning of December 26, 2004, while vacationers were lounging in their dream villas on exotic beaches in Thailand, Sri Lanka, India, Indonesia or the Maldives, a tsunami struck with dreadful consequences: perhaps 200,000 dead, tens of thousands injured, millions homeless, \$20 billion in damage.

Raphaël Paris, a specialist in tsunamis at France's national science research centre, says that an alert system could have prevented at least 10,000 deaths. "A country like Japan", he says, "with 11,000 tsunami victims over four centuries, knows how to take precautionary measures."

Canada's provinces run forest fire surveillance and fire-fighting systems. California has created an earthquake detection system. Florida has a hurricane monitoring centre. Environment Canada issues storm warnings and advises us of approaching blizzards and

ice storms. In the industrialized countries, we have learned to take precautions against the caprices of nature because we know about and fear the consequences. This knowledge has been passed on from generation to generation and is well entrenched in our culture.

In a book entitled *Managing the Unexpected*, Karl E. Weick and Kathleen M. Sutcliffe say that: "Assuring high performance in an increasingly complex world requires good management of unexpected threats that can escalate out of control." They add that some organizations have developed reflexes to the unexpected because their survival depends on it, for example nuclear power plants and aircraft carriers. The authors call these "high reliability organizations". They have achieved this status through:

- (1) *Preoccupation with failures rather than successes*
- (2) *Reluctance to simplify interpretations*
- (3) *Sensitivity to operations*
- (4) *Commitment to resilience, and*
- (5) *Deference to expertise, as exhibited by encouragement of a fluid decision-making system*

Through these five practices, an organization develops a collective concern for detail and for identifying and correcting errors

that may escalate into a crisis. These practices lead to improved quality, reliability and productivity.

CATSA is something like a nuclear power plant in that we must be alert and be sensitive to the unexpected, because we cannot allow ourselves to fail. We need to be a high reliability organization. We have no choice.

CATSA is doing everything it can to develop its ability to detect and immediately act on threats. Our effectiveness depends largely on our ability to immediately pass on any tactical information to screening points, which are the last line of defence against terrorists trying to board an aircraft. However in a high reliability organization, we all have our individual roles to play. Concern with failure must be shared by all. Each employee needs to feel that he or she is vital to the organization's success. We need to be wary of the dangers of routine and remain alert to the unexpected.

The tsunami catastrophe in south-east Asia is a frightening example of the consequences of failure to be sensitive to the unexpected. Of course systems must be set up, but in addition the men and women who run them must remain

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THE BEST CHRISTMAS GIFT EVER: OBSERVING THE UKRAINE ELECTION

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regarding the counting of ballots and the handling of voting boxes and the voters' list. The role of each observer was to ensure that fraudulent activities did not take place in the days leading up to the election as well as ensure that there was no fraud on Election Day.

"The Ukrainian electoral system is very different from what we are accustomed to in Canada. The ballots are not folded and the voting boxes are transparent which enables people to see how others voted. It is also difficult to control whether any information is transferred from one voter to the next," says Caroline.

The counting process is also longer. Once all the votes have been cast, they are counted at the polling station, at city hall and in Kiev. It is during this multi-stage process that most of the fraud occurred in past elections. Election observers played a big role in ensuring that this process took place in a controlled manner in order to minimize or eliminate the possibility of fraud and corruption.

For Caroline, the whole experience was unbelievable.

"You have to experience it, to really know what it's like for people living in communist countries where fraud

and corruption are commonplace. One of the most memorable things I saw was 'Tent city'."

After two recent elections marred by allegations of fraud and corruption, many Ukrainians were compelled to protest the results and forcefully voiced their demands for a fair and democratic process. In downtown Kiev, tents were set up where citizens could congregate and streets were closed for a month leading up to the election.

"The one thing that marked me the most is one family who was there with their dying child. The mother told me that it was much better to die for a good cause and to fight for democracy than for the family to go back home and return to poverty where her child would eventually die since they have no money for health care."

In Kiev, the average monthly salary is approximately \$200 to \$300 Hryvnia, which is about \$50 to \$60 in Canadian funds and the average cost for a hotel room is \$600 Hryvnia. Ukrainians must find their own means to pay for clothing, food and even their education. One of the most common ways to make money is through prostitution.

Caroline witnessed a situation where a young Ukrainian woman working on the election, who was being paid the equivalent of 4 months salary, left for an "appointment". When Caroline asked her where she was going, she said that she was going to make money to pay for her tuition and hopefully eventually be able to leave the country. Needless to say, Caroline knew right away what her "appointment" was.

For Caroline, it was an eye-opening experience to see people who live in very different and often difficult conditions and who are fighting for something that we often take for granted: freedom and democracy.

"This experience was very intense, emotional and unique. I encourage people to do some research into organizations such as CANADEM (www.canadem.ca). These are life changing experiences."

"On December 31st when I found out that Yushchenko had won the election, I knew that I had made a difference. I had helped these people gain democracy in their country. Even though I had spent Christmas day on a train to Zaporizhia, that was the best Christmas gift ever!" 🎁

NEW CERTIFICATION BRINGS SECURITY SCREENING SERVICES AT MONT-TREMBLANT AND RED DEER AIRPORTS

On December 21, 2004, the Honorable Jean-C. Lapierre, Minister of Transport announced that the Rivière-Rouge / Mont-Tremblant International Airport will now be able to directly receive international flights in the Mont-Tremblant region.

"I am very pleased that Rivière-Rouge / Mont-Tremblant International Airport can now handle direct flights from American markets," said Mr. Lapierre. "This will enable us to develop new tourism opportunities, promote economic development and generate major economic benefits for the Laurentian region."

Screening services at the Red Deer Airport became fully operational on December 23, 2004. The President and CEO of the



Announcement at Rivière-Rouge/Mont-Tremblant International Airport.

Red Deer Airport Mr. Merv Phillips, as well as Mr. Gord Bowers, Senior Operations Manager for Aeroguard, were on site to mark the opening of the airport. The official opening will take place in late January.

The arrival of these flights is made possible by an amendment to the Canadian Air Transport Security

Authority Aerodrome Designation Regulations, published in the Canada Gazette, part II last December 15. Among other things, this amendment allows Mont-Tremblant International Airport and Red Deer Airport to be added to the list of designated airports where CATSA is required to provide security screening services.

All this illustrates the Government of Canada's commitment to working with communities on finding ways of enabling small airports to support a wider range of commercial air services. The new security screening services and the certification of the Mont-Tremblant International Airport and the Red Deer Airport will help enhance the safety and security of the travelling public. 



From left to right: Merv Phillips President and CEO Red Deer Airport, Joe Buker; Transport Canada Regional Inspector, Steve Perris; CATSA Regional Manager, Gord Bowers; Senior Operations Manager for Aeroguard.

SECURITY SCREENING AT WINNIPEG AIRPORT IS A FAMILY AFFAIR FOR SUNITI SHARMA

If you are scheduled to fly out of the Winnipeg International Airport during the earliest hours of the day, you will most likely run into friendly pre-board screening officer, Suniti Sharma.

She has been working at the Winnipeg Airport since accompanying her husband, Rakesh, to his job interview on November 29, 1993. Suniti was instantly recognized as being an asset to the pre-board screening team and they were both hired immediately. Ever since then, working at the Winnipeg Airport has been a Sharma Family affair!

Over the last 11 years, she has witnessed many changes to the air travel security industry. From black and white x-ray equipment to the introduction of colour x-ray in 1995, Suniti has noticed the increase in the importance of her role as a screening officer. The tragic events of 9/11 brought the biggest wave of changes.

"Everything became much more complicated and technical," she says. "You are not only dealing with minor interceptions, but responsible for a variety of items, including biochemical."

Suniti takes her job very seriously and suggests that experience



Pre-board screening officer, Suniti Sharma.

is the best asset for security screeners, as well as presence of mind and patience.

All of the above are necessary traits, especially when handling the Christmas rush. When asked, Suniti said that travelers are handling the delays and regulations better than ever before: "Winnipeg travellers are very friendly and co-operative."

So next time you fly out of the Winnipeg International Airport, look for Suniti, who will no doubt welcome you to the pre-board screening checkpoint with a smile! 🇨🇦

MESSAGE FROM THE PRESIDENT AND CEO

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alert and be able to interpret their observations. On December 6, 1941, radar officers in Hawaii detected the approaching Japanese planes but the scale of the raid was so great that they thought the radar system had failed, and they did not react. As is often the case, the unexpected was not believable.

9/11 taught us the consequences of a failure to properly screen passengers and baggage. However this sensitivity to consequences is recent and is not yet part and parcel of our culture, as we see from the fact that terrorist attacks have since occurred elsewhere. Our challenge is to remain alert, avoid routine, identify failures before they degenerate into catastrophe, detect unusual behaviour and recognize the unexpected when we encounter it.

This is no small challenge. But that is our mission and together we are ready to meet it. 🇨🇦

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

QUALITY ASSESSMENTS AT PRE-BOARD SCREENING CHECKPOINTS



As part of CATSA's commitment to continuous improvement and monitoring, a Quality Management Program has been implemented to evaluate and analyze components of our operations and programs. This program is under the responsibility of the Quality & Police Programs Directorate.


In order to carry out this responsibility, quality assessments will be conducted at pre-board screening checkpoints to ensure greater consistency in screening operations processes across the country and attain the highest level of performance that will ensure the security of passengers.

The basis of the PBS assessments will focus on processes including the thoroughness with which tasks are accomplished, the attention to detail and professionalism

demonstrated during the performance of the tasks, as well as on-going quality assurance inspections.

"CATSA has been in existence for almost three years now, therefore it is important for us to examine our processes and look at ways of improving to make sure that we are doing our job and doing it right," said Jean Sévigny, Manager of Quality Management and Police Programs.

"Since the implementation of this program, an initial quality assessment was carried out in Halifax and proved to be very positive," adds Mr. Sévigny.

The Quality team looks forward to working in partnership with its stakeholders and anticipates a successful implementation and execution of this program. 

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

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