



November 2005

Tips for Screening Officers – Taking the ‘Stress’ Out of Screening

In support of the “Sharing CATSA’s Vision” initiative, the following is provided as an introduction to more in-depth training that will be made available to all screening officers in the near future.

CATSA is planning to launch an e-learning module that will focus in more detail on making the screening experience as pleasant as possible for you and the thousands of people you interact with everyday.

As a screening officer, you will meet many types of people from many different walks of life:

- **Passengers** – senior citizens, diplomats, children, parents of children, business men and women, doctors, lawyers, persons with disabilities, and many more

- **Non-Passengers** – air crew, ground handlers, technicians, electricians and many other airside workers

Most people are happy and positive. Some people may be under stress for various reasons. All people are human. How can you make the screening process as pleasant an experience as possible for everyone you come in contact with? Welcome each and every person with a smile – even if they don’t smile back! Your smile just may be contagious!

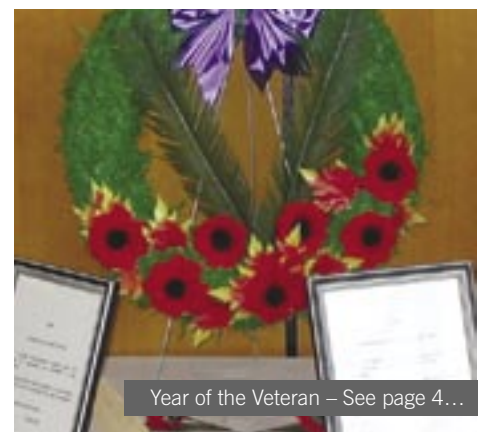
Reacting to a positive situation is easy – because everyone is pleasant and happy. How you react and behave in a stressful situation can make all the difference:

Listen – without interrupting. People want to be heard.

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Year of the Veteran – See page 4...



Message from the President and CEO

Progress to Date: Sharing CATSA's Vision

I am sure that many of you watched the televised report on air security which aired on Wednesday, November 9, 2005. I know that CATSA fulfils its mandate with the highest degree of professionalism. We are a young, evolving, improving organization. As such, we will come under the microscope and be targeted by critics from time to time. However, we cannot let anyone undo our solid work. We cannot allow anything to disrupt the high quality of service we deliver every day. We will continue to focus on what is important to CATSA: ensuring the safety and security of travellers.

In August and September of this year, Mark Duncan, Executive Vice

President and Chief Operating Officer and I visited several airports across the country as part of our "Sharing CATSA's Vision" tour. We met with over 900 screening officers and received a lot of positive feedback as well as suggestions on how to improve daily screening operations.

As a result, we have identified the following priorities:

Chairs are currently being distributed for x-ray operators at pre-board screening checkpoints;

Additional training programs for new explosives and other new threats will be developed;

CATSA will not accept any verbal or physical abuse of screening officers. CATSA is developing unruly passenger signage that will be developed and posted at 89 airports;

Customer service courses that will address how to deal with unruly passengers and/or customers will be developed;

A website for screening officers will be developed;

A continuous consultation program with screening officers and service providers will be developed;

In collaboration with service providers, we are researching the development of French language training for screening officers;

We are researching the possibility of establishing a Pride and Recognition Program for screening officers.

The comments and feedback from screening officers have been very valuable and I am pleased to be able to report on the progress we have made to date on some of their suggestions. This work is ongoing and I will provide more information on the other priorities as it becomes available.

1) Continuous Consultation Program

CATSA has launched the Continuous Consultation Program. The objectives are to identify operational problems by soliciting comments from screening officers and engage screening officers in finding solutions. All suggestions and solutions will be compiled in a report and submitted to CATSA. This program will take place at all 12 airports visited for "Sharing CATSA's Vision" (Ottawa, Calgary, Toronto, Halifax, Montreal, Edmonton, Winnipeg, Regina, Vancouver, St. John's, Thunder Bay, and Prince George).

The first consultation session took place on Wednesday, October 26th at the MacDonald-Cartier International Airport in Ottawa, Ontario. The session went very well and the comments received were positive and constructive. Upcoming sessions will take place in Calgary on November 7th and 8th and in Halifax on December 7th and 8th.

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Sharing the Vision Consultations



CATSA has initiated a Continuous Consultation Program that is now being implemented at each airport visited by the President and CEO and the EVP & COO during their “Sharing CATSA’s Vision” tour this past August and September.

The objectives of this program are to identify operational problems, find solutions and obtain ideas to improve our services. This is CATSA’s way of demonstrating that input from screening contractors and screening officers through active consultation and participation is the key to achieving CATSA’s vision. Participants will be encouraged to speak freely and openly. All comments, issues and recommended solutions will be brought forward in a report following each consultation and submitted to CATSA senior management. Regional

managers will provide feedback on decisions and follow-up regularly to ensure completion of action items.

Participants for each consultation will include a CATSA consultation program manager and program advisor who will travel to each airport to meet with the CATSA regional manager, screening contractor manager and 10 to 12 volunteer screening officers.

Recommended solutions will take into consideration whether they meet or improve the following:

- customer service
- employees quality of life
- security

All labour-related issues will be referred to the screening contractor.

CATSA has already begun to act on some of the ideas proposed during the

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The Cup in Small Town Timmins Ontario

“On Saturday September 17th 2005, Frank Mahovolich, a Timmins native, was touring with the Stanley Cup and made a stop in Timmins for a one day showing. On the following day, the Cup and its keeper were leaving Timmins on Air Canada Jazz back to Toronto.

When Mr. Mahovolich walked in the airport, we saw the size of the crate the Cup was being held in and we knew that it would have to be taken out because it wouldn’t fit in our checked luggage x-ray. When we ask him to take it out, he said sure and put it on our search table. After we searched the crate, we asked if we could take pictures.

Well we spent a bit of time looking at the Cup and taking pictures. But after talking with the Cup’s keeper for about ten minutes and asking him questions about history and where he and the Cup have been, we got a little confident and asked him if we could hold it over our head and take pictures. He said “no you can’t, you have to win the Stanley Cup to do that”.

Well it was worth a try! After the Cup had been packed up again, all we could talk about for the rest of the day was what had just happened.

Mark Francis, screening officer at the Timmins Airport.



from left to right: Rene Ricard (in background), Mark Lauzon and Mark Francis

Year of the Veteran



Veteran's Display at Victoria International Airport

As mentioned in a previous article, 2005 was declared by the Government of Canada as The Year of the Veteran. CATSA participated in various activities throughout the year commemorating this important milestone.

Following the "Sharing CATSA's Vision tour", each screening officer received a Year of the Veteran pin. We asked all screening officers to wear the pin on their uniform with pride. We also asked screening officers to acknowledge veterans going through security and thank them for the important job they did.

One special person, Mr. John Donohue, a screening officer at the Victoria International Airport, went out of his way

to put together a display on behalf of all the employees at the airport.

Mr. Donohue commemorated our veterans by putting together a wreath with poppies and a special message stating "The staff at Victoria International Airport joins the nation in expressing our gratitude to our veterans. Your heroic efforts and sacrifices on our behalf allow us to live in a peaceful, free and wonderful country. From the bottom of our hearts, Thank you."

CATSA would like to thank Mr. Donohue for his generous and thoughtful gesture to honour and commemorate the brave ones who served our country.

There are various ways to commemorate the veterans, the important thing is that you remember! ■

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Tips for Screening Officers – Taking the 'Stress' Out of Screening

Empathize – identify with the person's situation – show that you understand the person is upset

Be accountable – for your behaviour. While you cannot control the behaviour of others, you can control how you react to a situation.

Explain the requirements – be clear and concise about what you need the passenger to do. Ask the person to help you facilitate the screening process.

Avoid a debate – simply explain that procedures are in place to ensure the security of the traveling public.

Don't argue or raise your voice – this will only serve to make the situation worse. Remain professional by showing that you are a professional.

Find a solution – offer the options that are available to make the screening process as seamless as possible.

Remain calm and respectful – to ensure the situation gets resolved effectively.

Be sincere – thank the person and wish him/her a good day. This is good customer service!

Remember – you are a professional and how you handle a situation can and will make all the difference.

Communication is the key

Less than 10 % is WHAT we say

About 35 % is HOW we say it

The rest is VISUAL ... body language and eye contact ■

A New Face Joins CATSA's Senior Management Team



Renée Légaré, acting Vice-President, Risk & Strategy, was appointed to senior management in September 2005.

She fills in for Kevin McGarr who is on special assignment until March 2006 to develop new initiatives with screening officers, resulting from this summer's "Sharing CATSA's Vision" tour.

Renée began her career at Human Resources Development Canada and then moved to Transport Canada before she made the move to CATSA to develop and implement the authority's human resources plan. At the time, she was among the first 20 employees in June 2002. One year later, she became Director of the Office of the President, charged with building a critical new branch at the top echelon of the organization.

Thirteen months after that posting, Renée moved to the Corporate Services division as the group's director where she spent over a year and a half before being appointed to the Senior Management Committee.

She has well-defined goals for her new assignment:

"As acting Vice President, I plan to continue in the same vein as what Kevin McGarr started. No surprises. My big challenge is to learn my new portfolios – Quality and Police Programs, Technical Programs, and Communications," says Renée.

"My role as Vice President is to provide leadership and vision to my organization. I rely on my directors to ensure the good functioning of the day-to-day business."

Renée says all areas are equally important, though she would like to instill a sense of belonging in the air passenger security screening continuity. "We all need to understand that by working together we can significantly improve the security of each and every Canadian citizen".

As for the corporation's future, she views a big part of CATSA's success residing with frontline workers. "We need to ensure screening officers receive proper training and the right access to intelligence and information so that they can deliver on their important duty."

She hopes in the near future, CATSA will be viewed by other organizations "not as the new kid on the block, but as a true expert, an equal, a respected leader in the security community." ■

Gearing up for the Holiday Travel Season!

The holiday season is quickly approaching and bringing more travellers at our airports. Air travel can sometimes be a stressful experience, and we want to help passengers feel secure during their flights. In order to ensure that all passengers have a pleasant experience going through pre-board screening, I would like to remind everyone to visit our website at <http://www.catsa-acsta.gc.ca> to review which items are allowed on board the aircraft and to see other helpful travel tips.

Also, please feel free to contact our Communications Centre at 1 888 294-2202 with any questions or comments about the prohibited items list.

Going the Extra Mile



Point Leader Rose Bellig

Thirty kilometers south of the city, Edmonton International Airport sits nestled in between rural communities and a bucolic mix of farmland and forests. It serves as a hub to northern Canada, funneling through its doors both business travellers in the natural resources sector and recreational travellers.

For eighteen and a half years, these travellers have been passing through Point Leader Rose Bellig's hands.

"Back in '87, when I started, I worked as a screening officer," she says. "There was one x-ray machine, one walkway and, at most, seven of us at pre-board screening. Now, we have six x-ray machines, six walkways and 40 people—and we're still short-handed sometimes."

These days, Rose co-ordinates training and certification for the screening officers. Her seniority and "corporate memory" are a valuable resource for answering questions that nobody else can. In fact, she and two other Point Leaders have developed their own training guide to help them prepare screeners for the tests.

"It started off very simply as a set of notes for us to train screeners on better techniques that we'd learned ourselves, or to remember some niggly points or give certain tips," said Rose.

The guide evolved to include diagrams of the body to depict searches, quizzes to help screeners learn the required material, questions on procedures at the different levels and more probing questions that tell the trainers whether

the screeners have really absorbed the information and can put it into practice.

Rose can't say enough good things about the team. "We get the job done, we pull together and, most of all, we communicate. There's lots going on with new training, new staff, new equipment and sometimes we just have to hang in there."

One member of that team is Phil Smithson. It's been almost a year since Rose trained him for his Point Leader certification. Since then, he's taken over the CTX training and certification (HBS programming and OJT supervision for the whole-bag searches) so he works in parallel with her. Now that ICAO is requesting 100% searches for checked luggage, Phil has been training more people on the new CTX in preparation for the December 31 live-date.

Phil remembers one of the more unusual items that came through checked baggage.

"Well, this was about a year ago," he recalls. "The university hospital in Edmonton often invites professors or scientists. This one time, a student teacher in the Radiology department



Point Leader Phil Smithson

came through with his teaching aids in checked baggage. One of those was a model of a human hand and forearm. Of course, it was fully anatomical correct for the radiology course. When we saw this, we were totally discombobulated. We don't see too many body parts on x-ray images, I can tell you!"

Phil was one of the first people in Edmonton to be trained on the CTX. On his own time, he took it upon himself to also learn about associated systems such as the belt system and the VIS 108 x-ray. His extra knowledge has proven useful on several occasions when he's been able to help things get back on track after a bag has lodged in the belts or reboot the system after a sensor failure.

"It gives me a better understanding of my work environment. I try to convey that to everybody I train so they have it too."

Phil takes his training duties very seriously.

"I feel like a proud father every time somebody I trained goes for certification," he says. "When I started, I had no lesson plan so I wasn't sure if I was doing it right. When my first three trainees were up for testing, I sat outside the training centre on my day off and waited for them to finish. Rose saw me there and laughed because I was the only one in civilian clothes. I don't mind—my three trainees passed, so I guess I am doing it right." ■

GTEC Award Nomination

At the 2005 GTEC Week, CATSA's BI program was recognized as one of the finalists for a Distinction Award in the category of Federal Programs – Enhancing Government Operations.

The CATSA nomination highlighted the fact that CATSA now merges all of its data from various sources into one location. Centralizing and simplifying information access ensures reporting accuracy at all levels of the organization. This helps CATSA management easily check and cross-reference information across the enterprise. It also allows tracking incidents and specific trends, and responding to them in a timely manner. By reviewing and improving operational processes, CATSA has streamlined all costs.

Launched in 1993, GTEC originally stood for the 'Government Technology Exhibition', but is now known simply as GTEC Week. CATSA has exhibited at GTEC for the past couple of years demonstrating our state-of-the-art technology. This year CATSA was demonstrating the X-Ray Tutor software.

Although CATSA's BI team did not win a medal this year, they were chosen as one of 48 selected Finalists from a field of over 130 nominations which is quite an accomplishment! Karen Kastner and Jo-Anne Stadnyk attended the gala awards dinner on behalf of CATSA. Their teams are now developing an operational dashboard to monitor daily performance measures and alert officials of variances in results versus targets, and to report on CATSA's Balanced Scorecard.

RAIC Program Deployment Update

The responsibility for the deployment of the RAIC (Restricted Area Identification Card) Program was assigned to CATSA by the Minister of Transport in November, 2002. This new program was to replace the existing RAP (Restricted Area Pass) system at all 29 Class I and II airports, RAIC includes biometric identification technology and automated verification and validation of the card holder's security clearance status.

The CATSA RAIC team includes: Rob Durward, Director, Technical Programs, Richard Jolin, General Manager, Technical Programs & RAIC, Peter Burden, Project Analyst, Carol Foy, Pass Card Analyst, Paul Devon, Project Specialist and Karine Thériault, Administrative Assistant.

The deployment of the RAIC program is now in full gear with activity at all airports. As of October 24, 2005, the tasks associated with RAIC deployment were over 50% completed with 15 of the 29 airports actively engaged. Over 10,000 RAICs have been issued. The RAIC project team is now aggressively targeting to have all RAIC equipment deployed at the 29 airports by December 31, 2005. November and December are therefore extremely busy for the team with deployment activity scheduled across Canada.

CATSA would like to thank the airport authorities, security staff and the various project teams involved in the RAIC initiative. Together, we have made significant progress and look forward to its successful completion. ■

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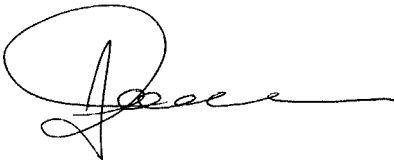
Message from the President and CEO

2) Chairs for screening officers working at the X-ray machine

Thirty-five chairs have been ordered and some have already been delivered to airports (Ottawa, Montreal, Goose Bay and St. John's) for a week-long trial. The remaining airports should all receive these chairs by the end of November.

3) CATSA will not accept verbal and physical abuse of screening officers.

We are developing an awareness poster that will be positioned in every airport at PBS explaining that CATSA does not tolerate verbal and/or physical abuse of screening officers. ■



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

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Sharing the Vision Consultations

"Sharing CATSA's Vision" tour. Stools are being provided to screening officers operating x-ray equipment. In addition, training tips on taking the stress out of screening is highlighted in this edition of CATSA News as an interim step to assist screening officers in their interaction with travellers during the screening process. ■

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