



March 2007

## Privacy Issues and Ethics: The Importance for Aviation Security

**On February 5, 2007, CATSA's President and CEO — Jacques Duchesneau — had the honour of speaking at the International Ethics Congress in Gatineau, Quebec.**

The purpose of this conference, which brought together distinguished speakers and delegates from many different countries, was to help develop a sustaining network of stakeholders to promote ethical conduct and governance in both private and public sectors. The focus of this year's conference was on ethical decision-making in crises and on security-related issues.

When it comes to aviation security screening and fulfilling the mandate of securing the critical elements of Canada's Air Transportation system, CATSA must regularly tackle the issues of privacy rights and ethics versus public protection and security. Frequently, the decisions that CATSA must make are not about choosing between good or bad, but about choosing

between bad or worse. We need to understand that most decisions we make will necessarily involve giving up some liberty. The most critical thing is to make sure that security is effective, efficient and consistent and that it respects our privacy, moral and ethical obligations. But, we also need to make sure that the security measures we put in place do not do more harm than good.

Ethical behaviour and ethical decision-making are especially important on the front-lines because this is where it has the greatest impact and where it is most visible. CATSA has a strict Code of Ethics which centres on our core values of being

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## Message from the President and CEO

### Passengers: An Essential Layer of Security

Simplification is an essential element of an effective and efficient aviation security system. The layers of security we have in place should not add complexity to the system, but rather, should have tangible benefits that clearly enhance the overall integrity of the system. Since the 9/11 attacks, it has become more and more apparent that passengers themselves are an essential layer of security and have a critical role to play in helping us detect and respond to threats.

### The Cost of Terrorist Attacks

I recently came across some research results, that I thought you might find interesting, on what terrorists have spent financially to launch devastating attacks. While it is estimated that the September 11, 2001 attacks cost approximately \$500 000 to launch, subsequent attacks

have costs substantially less. For example, an investigation by the BBC World Service into the cost of the 7/7 bombings in London in 2005, reveals that these attacks cost no more than a few hundred pounds, or less than CDN\$1000. Similarly, the Bali, Jakarta, Istanbul and Madrid attacks all cost less than \$50 000 to plan and launch. And the vast majority of these funds were raised legitimately by the terrorists themselves.

This research highlights the problems associated with tracking terrorist financing. It also shows that while the 9/11 attacks were a high-profile and spectacular attack against well-known and prominent targets, this type of attack is the exception rather than the norm. In fact, terrorists have failed to equal this attack in terms of lethality and degree of sophistication. Much more common are attacks against soft targets and the most publicly-accessible places such as trains and buses. In addition, this research indicates that it does not require significant levels of sophistication or complicated planning to launch an attack. The preferred method of terrorists continues to be readily-available explosives fashioned into easily disguised improvised explosive devices.

These findings are important to note because although we must anticipate grandiose and large-scale terrorism like the 9/11 attacks, we must also be prepared for much more common types of attacks against softer targets, using conventional terrorist tactics. We know that the terrorist threat will remain fluid and ever-changing necessitating innovative prevention and agile protective measures.

### CATSA's Board of Directors

It is with both pleasure and regret that I announce some significant changes to

CATSA's Board of Directors this month. Pleasure because we welcome aboard a new Chair and two new members to the Board, but regret because we must say good-bye to long-serving members.

I would like to take this opportunity to thank the parting Board members for their unrelenting hard work, faithful service and dedication to CATSA over the past few years. Through their expert guidance, ingenuity and infusion of new ideas, CATSA has been able to significantly advance its mission of securing the critical elements of Canada's air transportation system. In particular, I would like to say thank you to General Maurice Baril who resigned as Chairman of the Board. His contributions in terms of experience and value-added were significant and will continue to positively affect CATSA over the long-term. We truly appreciate his leadership and wish him the best of luck in his future endeavours.

I would also like to take this opportunity to officially welcome our new Chair – Ms. Margaret Purdy, and our three new members – Mr. Denis Jacob, Mr. John Kaldeway and Mr. Glenn Rainbird, who all have impressive experiences and skills that will most definitely serve CATSA well. I look forward to working with them as we continue to advance the future of aviation security.

Please read the special article on CATSA's Board of Directors in this edition of CATSA News for more information! ■

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

# CATSA's Board of Directors: Excellence in Governance



**The Canadian Air Transport Security Authority (CATSA) is governed by an 11-member Board of Directors. Of the eleven members, two are nominated by the airport community and two by the airlines.**

The Board is responsible for the overall stewardship of the Authority. Through the work of its four committees (Audit, Human Resources, Corporate Governance and Nominating & Strategy), the Board's mandate is to provide strategic direction, financial oversight, corporate oversight and to ensure good governance.

The Board holds meetings no less than 4 times a year. Committee meetings are held at various times throughout the year.

On January 26, 2007, the Minister of Transport appointed Ms. Margaret Purdy as interim Chair. In his announcement, the Minister stated: "I am pleased to

announce today, the appointment of Margaret Purdy as interim Chair of the Board of Directors for CATSA. As a world-renowned expert in security, Ms. Purdy has the necessary experience to handle the challenges that lie ahead over the next few months."

We are pleased to welcome Ms. Purdy to CATSA and know that she will make an important contribution to our organization. We look forward to working with her as we continue building the future of CATSA.

Members of the Board of Directors are Steve J. Baker, Ron Patmore, Lecia Stewart, Anil Wirasekara, H. Glenn Rainbird, Denis Jacob and John Kaldeway. We take this opportunity to welcome the new Board members, H. Glenn Rainbird, Denis Jacob and John Kaldeway who were appointed last month by the Minister. We wish them every success during their tenure as a member of the CATSA's Board of Directors.

Over the next few months, the Minister of Transport will be making other Board appointments to fill vacancies created by members retiring or whose term has ended. ■

## Announcement: Postponement of Screening Officer Essay-Writing Contest

In the February edition of CATSA News, there was an article announcing the start of Project Inspiration – a special essay-writing contest for Screening Officers relating to the 1985 bombing of Air India Flight 182. Due to unforeseen circumstances, we regret to inform you that this contest will be postponed until further notice. No submissions will be accepted until such time that the contest is declared open once again.



## Privacy Issues and Ethics: The Importance for Aviation Security



fair and firm, yet friendly. The major reason we follow these principles is to promote the quality of service provided to the public we serve. Because we have a responsibility to act in the best interest of the public and to provide a service that

will maintain confidence in our security system, ethical behaviour is indeed critically important.

Ethics on the front-lines is about treating all passengers with respect, always being polite and avoiding abusive language. There is no doubt that CATSA Screening Officers embrace ethical behaviour, as they are recognized across the country for the delivery of an incessantly high level of quality service and for treating passengers with respect. While it is not always easy to act in an ethical manner, especially when confronted by abusive passengers, it is clear that Screening Officers understand

their ethical obligations and make the extra effort to ensure CATSA's values are continuously upheld. As we continue to advancement aviation security in Canada, it will remain critical for us to continue to uphold the highest level of ethical integrity.

“Ethics and privacy issues are often viewed as a hindrance to progress from a security practitioner’s standpoint. This is not how CATSA sees it. Ethics matter. Ethics help us define who we are and what we believe in.” ■

### *Customer Service in Action*

The following testimonials will hopefully help you understand how screening officers are the face of CATSA's customer-focused approach and how good customer service is also our responsibility at CATSA.

As Joan Douglas found out on January 23, 2007, while travelling through Ottawa from Winnipeg to Heathrow, for some people customer service is a way of being.

This elderly British lady found herself in the Ottawa Airport for a six-hour stopover before her overseas flight back home to Heathrow, London, England. That's when she realized that she had misplaced her change purse. She had already reached the pre-boarding restricted area. As she was trying to retrace her steps, she came to a checkpoint and informed the first screening officer she came across of her loss. That's when a second screening officer overheard her and, sensing her distress, took \$10 out of his pocket and insisted she takes it. This lady's potential upsetting situation turned into an experience of kindness and gratitude. All this lady knew about this Good Samaritan is that he wore the name tag 'Warren' on his CATSA uniform.

We take this opportunity to thank Supervisor Warren Dahlgrew. Warren, you truly embody the CATSA values of friendly customer service and make us proud!

Last February 19, Jim Connors was flying with his wife from Toronto to Halifax. The young female screening officer who was on duty at the time he and his wife reached the screening checkpoint performed her responsibilities in a manner that was both professional and insightfully caring. Mr. Connors is currently undergoing cancer treatment and has been advised by his oncologist to rinse his mouth regularly with club soda to avoid getting mouth sores, especially after brushing his teeth.

In a letter to the Editor of the Globe and Mail, Mr. Connors commended this screening officer's approach to customer service in these words: "The officer was polite and professional. I understand the regulations and my entitlement to bring a one-litre bottle of club soda with me on board. The approach taken by this young employee in Toronto was different from what I had experienced in other airports. She listened intently to my responses to her professional inquiries as to why I was carrying the club soda. After hearing my explanations she said "That's fine sir, thank you." Then she added: "I hope you get better soon." That made my day!"

We take this opportunity to thank this young professional and sensitive screening officer. You make CATSA and you also make our day!



# ...Runs in the family

**Remember those happy faces on the podium in Turin, showing off Canada's first-ever Olympic gold medal in curling? Steve Howard, screening officer for Shannahan's at Moncton International Airport, has a special connection to one of them. His father, Russ, brought one of those medals home.**

Curling is a family tradition. Steve's grandfather taught his father and both men taught Steve.

"I started when I was five and have been competing at the provincial level since I was 12," says Steve. "Our school won the school board curling championship four years in a row. That's when I dropped volleyball and basketball. A win like that really inspired me to continue and improve."

Continue and improve he did... In 2001 and 2002, he was runner-up in the junior provincials, losing on the last shot in both tournaments. In 2003, he came third. In 2004, he was the fifth man on his father's team and went to Saskatchewan for the Canadian Men's Curling Championship, known as the Brier. In 2005, he won the junior PEI championship and tied for fifth place at the Canadian championship—a notable effort for a first time. This year, his team is 4-0 with three games to go in the round-robin of the provincial play-downs. So he's optimistic about the next round, right? Not so.

"Curling is a humbling sport," laughs Steve. "Nothing is guaranteed. You have to play every end, every rock, every shot. When you shake hands at the end, that's when it's over!"

Not only was his father a world class curler, he was a golf professional, too. The family moved from Ontario to Moncton so he could teach at and run the Royal Oaks golf course there. He found a job for Steve in the process.



"I built the course," says Steve. "I was the guy getting dirty."

One day, Steve decided it was time for a change. There were not many career opportunities at the course and CATSA was offering something different. That was a year ago. Steve was fresh-faced and 21 years old.

"The first six months were tough. Because I look young, the passengers... shall we say... spoke their minds. Early wake-up calls for early flights make people grumpy.

I've been called every name in every language. It rattled me at first. Every time somebody raises their voice, my co-workers know someone is trying to give me a hard time. We laugh it off."

Steve is a little more thick-skinned now and those growing pains have worn off.

"I like that I'm doing something every day that people appreciate. It's a tough job. Tougher than people think!"

Moncton airport handles 18 flights on an average day to New York, Toronto, Halifax, Montreal, Hamilton and Calgary. The charters head for the warm destinations. Passengers are mostly what Steve calls "routine" fliers—government, business and, these days, a lot of people travelling back and forth to work on Alberta's oil patch.

Moncton itself is a growing city. People are moving in for government and trades jobs; and subdivisions are springing up everywhere. It's in these subdivisions that Steve started his landscaping business. Steve's shift at the airport ends when most people are just beginning their day. He needed something to do with all those leftover daylight hours. When his father retired from professional golf in 2003, he turned to real estate. With both parents now in that business and some handy word-of-mouth recommendations, Steve's business is going nicely.

"This is my back-up plan in life," he explains, "thanks to my background at the golf course. But especially thanks to my dad." ■

# Dare to be French!



By the time you read this article, the *Rendez-vous de la Francophonie 2007* will be in full swing.

This year, the 9th edition of the Rendez-vous is on from March 9 to 25, 2007. This means that there is still plenty of time for you to be a part of this great gathering of Francophones and Francophiles. Be sure to find out what events are going on in your area and how you can participate in fun and educational activities promoting the Francophonie in Canada.

We, at CATSA, strongly support this coast-to-coast event and the values for which it stands. It is in keeping with our values to promote the respect and availability of Canada's official languages in all our services to the public. CATSA and its employees are committed to enhancing the vitality of linguistic communities and the cultural diversity it gives this great country.

We encourage you to be part of the Rendez-vous de la Francophonie events in your area. You can find out about these

by going to [www.rvf.ca](http://www.rvf.ca) and consulting the section PanCanadian Calendar. Whether you live in Iqaluit, Nunavut, Saskatoon, Saskatchewan, or Dartmouth, Nova Scotia, you can enjoy an incursion into French culture: cinema, literature, music, theater, etc.

### Meet the Challenge

The only catch is that we would like you to let us know how your experience into French culture was. And we will be delighted to include your comments about your Rendez-vous experience in the April 2007 issue of CATSA News. So, be daring and send us a brief message in the *Rendez-vous de la Francophonie* Feedback Mailbox on the Screening Officers Website at <http://www.catsa-acsta.gc.ca/so-ac/english/contact/francophonie.cfm> describing the event you attended and a bit about your experience.

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



CATSA is dedicated to providing services to the travelling public in both official languages.