



April 2007

CATSA's Achievements

It is no secret that CATSA, in the first five years of our operations and by working closely with our regulator, front line screening officers and many security partners, has embraced new opportunities, overcome many challenges and worked relentlessly to achieve several significant achievements and reach many critical milestones.

By working together, we have made significant strides in the advancement of aviation security in Canada.

At the time of our creation on April 1st, 2002, we didn't have an office; we had very minimal personnel, no administrative policies and no information technology systems. Since then, we have created a corporate structure and have developed and implemented policies and procedures in a number of key areas.

From taking over pre-board screening, to opening up our first training centre, developing our logo and uniform for screening officers, to implementing non-passenger screening, to deploying

over 2500 pieces of equipment, to establishing the International Forum for Security Screening in Aviation, to developing the Security Communications Centre, to developing the Restricted Area Identification Card and deploying CCTV cameras.

We have internalized our training program for screening officers; we have implemented a corporate strategy map and balanced score to guide our operations. We have also created an accreditation program for screening service providers, we have implemented a program to conduct simulated breach exercises at all Class I and II airports.

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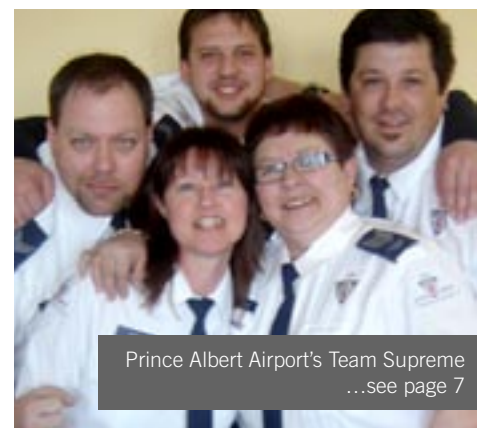
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Message from the President and CEO

Happy Birthday CATSA!

April 1st, 2007 marks the fifth anniversary of CATSA and we have a lot to celebrate!

At the time of our creation, the world was suffering from the effects of the 9/11 terrorist attacks, especially in the air transportation industry. There was still widespread fear of flying and long lines of nervous passengers snaking through the airports. At this time, CATSA was also nothing more than a piece of paper! But, our mission was clear: build an organization from the ground-up and deliver six critical mandates as quickly as possible. We certainly had our work cut out for us!

During our fifth anniversary year, I've spent some time reflecting on our history and numerous accomplishments. I have also spent some time thinking about our future and what lies ahead as we continue on our journey.

At CATSA, we are proud of all that we have accomplished over the last five years, but are even more excited and passionate about the next five years. As we transition from a start-up organization to a fully operational, mature and accountable security authority, I have no doubt that we have the people and procedures in place to continue to advance the future of aviation security in Canada. Indeed, we have a lot to look forward to in the coming years as we continue on our journey of securing the critical elements of Canada's air transportation system.

As we celebrate our fifth anniversary, I encourage all of you to explore CATSA's achievements, reflect on how far we have come and what the future holds. Although our history is short, it is rich and replete with concrete examples of success, perseverance and dedication. You will also see clear evidence that CATSA has evolved into a world-class security organization, recognized for its excellence in customer-service and security screening services, integrity and unrelenting commitment to our primary job of saving lives.

Firstly, a very big thank you to all our employees whose hard work and dedication have made CATSA what it is today. This includes our headquarters staff as well as the contracted screening officer workforce who work diligently each and every day to secure the frontlines against threats to aviation security.

I would also like to extend my sincere thanks to CATSA's Board of Directors for their invaluable support and strategic guidance over the past five years. You have brought both expertise and extraordinary enthusiasm to the table,

which has helped CATSA achieve many great things.

And finally, a very big thank you to our stakeholders, including our Regulator – Transport Canada, Airport Authorities, Airlines, other Government Departments and Agencies and all our other partners with whom we work closely, and as a team, to keep the travelling public secure. You continue to be critical partners in helping us achieve our mandate and we look forward to many more years of successful partnership.

Happy Birthday CATSA! ■

Jacques Duchesneau, C.M.

President and Chief Executive Officer

Sharing Best Practices with Our Partners Down-Under: Regional Airport Security



On March 20, 2007, CATSA's Acting Executive Vice-President and Chief Operating Officer Kevin McGarr joined other aviation security officials from around the world in Melbourne, Australia, to share best practices and exchange ideas at the Asia Pacific Airport and Aviation Security Summit.

This annual conference brought delegates together to examine the impacts of increased security, developments in passenger and cargo operations, business continuity and risk management plans, the human element in aviation security operations, and to review new technologies. It was an excellent opportunity for CATSA to learn more about the latest threats and trends in aviation security and to ensure CATSA remains at the leading edge of advances in the field.

Mr. McGarr gave a presentation on regional airport security and the particular challenges and opportunities associated with implementing consistent security measures across a diverse and geographically large area. Like Canada, Australia is a very expansive country with many airports, some located in

large cities, others located in smaller towns and more remote areas of the country. This poses particular challenges in ensuring consistent levels of service and consistent outcomes. As Mr. McGarr explained, CATSA's approach is not centred on making certain that security at all 89 designated airports in Canada have exactly the same security measures in place. Rather, our aim is to develop a unique security solution for each airport which works effectively for them, while at the same time meeting the standards set by our regulator.

Like Canada, Australia is a very expansive country with many airports, some located in large cities, others located in smaller towns and more remote areas of the country.

Another key message CATSA shared with its international partners is the reality that because terrorists operate flexibly and creatively, so must we. This means continuing our efforts to work cooperatively with other countries and enhance overall networking and information-sharing. By sharing best practices and learning from each other, we can work towards eliminating weak links in the global air transportation system.

It is interesting to note that our Australian colleagues, who have visited our headquarters in Ottawa to view our operations, stated that Canada has an aviation security system that is respected and envied in many other countries around the world. CATSA continues to

... because terrorists operate flexibly and creatively, so must we.

welcome our partners from around the world to share our lessons learned and explain our experiences in implementing robust security measures across the country. ■

CATSA's Achievements

The Learning and Performance Team at CATSA has worked tirelessly to design a world-class training program for screening officers to ensure they are the best trained in the world and capable of keeping the front lines secure. They have also introduced innovative training tools like X-Ray Tutor and TIPS, as well as the explosive detection boards.

The RAIC Team overcame numerous obstacles to ensure CATSA became the first country in the world to implement a dual biometric identification program at our 29 largest airports. To be the first in the world has brought great honour to CATSA and to Canada as a whole! We must also not forget to mention that the RAIC Team won a prestigious award for

their hard work – a Canadian Information Productivity Award for Innovation in Technology. A first for CATSA!

And last but certainly not least, we achieved full deployment of our equipment to meet the December 31st, 2005 ICAO deadline of 100% hold baggage screening. The Technology Team at CATSA worked arduously to deploy over 2500 pieces of equipment at our 89 airports across the country. This was a huge technological and logistical feat that ensured we achieve the ICAO requirement ahead of schedule! CATSA is one of the few countries in the world to have achieved this critical objective.

None of these programs or operations could have been realized without the hard

work and tireless efforts of the people behind them, including both CATSA staff and our many partners. More detailed and comprehensive information on all our achievements can be found on the CATSA Website so check it out!

As an open, transparent and accountable organization, even in the face of scrutiny, rest assured that we have made the security system more secure, we have done a great job, we have a great record and this is something that we should all be very proud of!

Now that RAIC 1 is successfully completed, it is on to RAIC 2 which includes all of the areas outside the airport terminal building. The RAIC team is looking forward to the challenge! ■

Innovation on the Job

During the course of his Screening duties at Victoria International Airport, Garda Screening Officer Robert Pfuetzenreuter often encountered passengers who spoke neither English nor French. Trying to communicate with some passengers that they had items in their belongings that were not allowed on the airplane was often time-consuming and frustrating. (Robert himself speaks German, English, French and ASL.)

Robert became determined to find a solution. Following a simple 'open-book' format, he set up the left side page in English with the facing page (right side) translating the English portion to another language. He included languages such as Chinese, Dutch, Greek, Russian... a total of 11 languages in all. It was then a simple task for the non-English speaking person to point to the options and the Screening Officer to react accordingly.

The book was tested by other Screening Officers in Victoria and their ideas were incorporated into a finished copy. This was then presented to his Manager, Malcolm Brailsford

who arranged for it to be distributed within Garda. Several bases have since run copies for use at their airports. The book has also been presented to Dave Smith at CATSA with the suggestion that this may be useful throughout all airports.

Robert is to be congratulated for the considerable thought, research and time he put into creating this resource for use by all Screeners. Garda is hopeful this helpful tool will become available to all Screening Officers soon.



X-Ray Tutor (XRT)



Did you know, by challenging yourself on X-Ray Tutor, your image recognition skills are constantly improving?

Fascinating Facts!

Did you know that the XRT system:

- has been up for 483 days
- used by 4,724 users
- in 231,183 sessions
- resulting in the display of 19,318,170 images
- The amount of time spent using the system is equivalent to 1 person doing training 24 hours a day for 7 years straight.

Screening Officers are encouraged to provide us with their feedback on X-Ray Tutor. A dedicated link will be available on the screening officer website in the next few weeks.

Screening Officer Recognition

CATSA would like to recognize, once again, those individuals who have progressed to Level 12 of the XRT training program over the months of December, January and February.

“Learning is not given, it is taken.”
Pavese

Thank you for taking ownership in your continuous learning plan. ■

CONGRATULATIONS to:

Greater Moncton International Airport

- Irene Bourgeois
- Dean Brushett
- Annette Baudry
- Jeannine Richard

Greater Fredericton Airport

- Wendy Profit
- Sharon Colbert-Maher
- Clyde MacDonald
- Stanley Morris

Charlottetown Airport

- Nicholas White

St. John's International Airport

- Kimberly Dowden
- Tonya Brace
- John Burden
- Donna Seymour

Iqaluit Airport

- Patrick Doyle

Thunder Bay

- Danielle Bertoldo

Ottawa International Airport

- Karine Duchesne

Toronto Lester B. Pearson

- Sang Kim
- Rose Perry

Hamilton International Airport

- Norm Quesnel

Jean Lesage International Airport

- Éric Giroux

Montreal (Dorval)

- Lucie Masse
- Lesly Seymour
- Boon Valeny
- Delmar Velasquez

Edmonton International Airport

- Sukhdev Dhaliwal
- Shanta Jaiwantie Drozdiak
- Elizabeth Toope
- Diane Kathleen Patey

Regina Airport

- Kathryn Moore
- Kim Pylatuk

Vancouver International Airport

- Jagdish Atwal
- Marlene Calalang
- Judith Dionaldo
- Hazel Loredo
- Surjit Saroya
- Pushpinder Gahir
- Joel Gloria
- Rita Gounder
- Annalyn Imbat
- Rody Khoe
- Fione Kam Ping Lai
- Sarbjit Lehal
- Romeo Manlangit
- Iryna Radetski
- Sangeeta Ramphul
- Sheldon Romack
- Antonio Romares
- Millice Wong
- Maritess Bisente
- Yeswin Poonan
- Syed Sarwar Rahmani
- Zubeen Rajan
- Krestina Svedinska

Fort St. John Airport

- Sandra Lovdahl
- Lyla Lumley

Campbell River Airport

- Lorraine Tonner
- John Miskow

Whitehorse Airport

- Patrick Durand
- Mark Manolis
- Avtar Bhullar
- Shaunna McKenzie

Yellowknife Airport

- Leona Genge
- Shannon Chiasson

*Level reached from December 1st, 2006 to February 28th, 2007

Screening officers and learning and performance advisors: Working together on the front lines with positive results



Since the development and implementation of the Foundations I and Foundations II Screening Officer Training Programs, learning and performance advisors have partnered together with point leaders and screening officers with great success.

The Foundations I program is the introductory course for screening officers. The officer will learn how to prepare the passenger for the screening process as well as the use of the hand-held metal detectors, walk-through metal detectors, and the physical search of passengers. Through in-class theory, role-play, and hands-on practice in a training lab, the officer will learn how to deal with many situations such as passengers with special needs, passengers who are frustrated, and passengers who are exhibiting suspicious behaviour.

The Foundations II program is the follow-up to Foundations I. This course is more technical. The screening officer will be trained on the use of the x-ray equipment, the explosive-detection-trace machine as well as how to properly search bags and items in the passenger's possession. Like Foundations I, there is in-class theory prior to hands-on practical work in the training lab, with various pieces of equipment and training programs, such as X-Ray Tutor.

The practical training is a very important part of the programs. The hands-on lab work and the role-plays simulate the real-life screening checkpoint environment very well. The labs are outfitted with many technical pieces of equipment screening officers would typically use in the course of their duties. Bags and items containing prohibited and threat items are used to train and test the screening officers' detection skills and emergency response procedures.

Despite every effort to simulate the real-life screening checkpoint, there is no substitute for the "real thing". That is where the Foundations programs differ from previous screening officer training courses. After the screening officers have demonstrated their skills and knowledge in the lab, they will begin the challenging task of applying their skills in a real-life screening checkpoint, with real passengers.

The live-line on-the-job training (OJT) is a stressful but rewarding experience for

screening officers. It is a portion of the training that requires a lot of concentration and co-operation from screening officers, point leaders and learning and performance advisors (LPAs), in order to be effective. Since these screening officers are not yet permitted to conduct screening duties without direct oversight by point leaders, careful attention is paid to the screening officers while they conduct various searches and investigations of passengers and their belongings. At any time passengers may be in possession of items that are prohibited from flight or illegal to possess in Canada. The point leaders and LPAs are present to ensure the screening officers operate in accordance with CATSA's Standard Operating Procedures.

There have been some substantial interceptions by officers during the live-line OJT segment of training. These interceptions provide valuable experience and enable the screening officers to put their skills into practice in a real-life environment. Working in concert with various stakeholders such as police, airport security, airport authorities and air carriers is vital to screening operations, and is a regular occurrence during live-line OJT.

One class of trainees intercepted an item that looked like a rocket propelled grenade (RPG) on the x-ray machine. After the police responded and searched the bag, the item even had the word "WEAPON" printed on the side of it. It turned out to be cologne. Not ten minutes later, on the same screening line, the search of a passenger's carry-on bag yielded over \$30,000 in U.S. currency. Local police and Canadian Border Services Agency officers attended the checkpoint and conducted their investigations. This was a great example, for the trainees, of how to deal with the discovery of contraband at the screening checkpoint.

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Team Supreme

“I’ve got the best colleagues in the world,” says Karen Priel, Site Supervisor for Aeroguard at Prince Albert Airport, Saskatchewan. “We’re such a great team.”

Karen and her husband moved to Prince Albert from Saskatoon 16 years ago because her husband had been hired by the local pulp and paper mill. With two very young children, Karen became a stay-at-home mom for 12 years, after which she got a job at the local grocery store.

“I couldn’t see myself behind the deli counter for ever,” she says. An advertisement in the local newspaper for ‘people interested in aviation’ caught her eye.

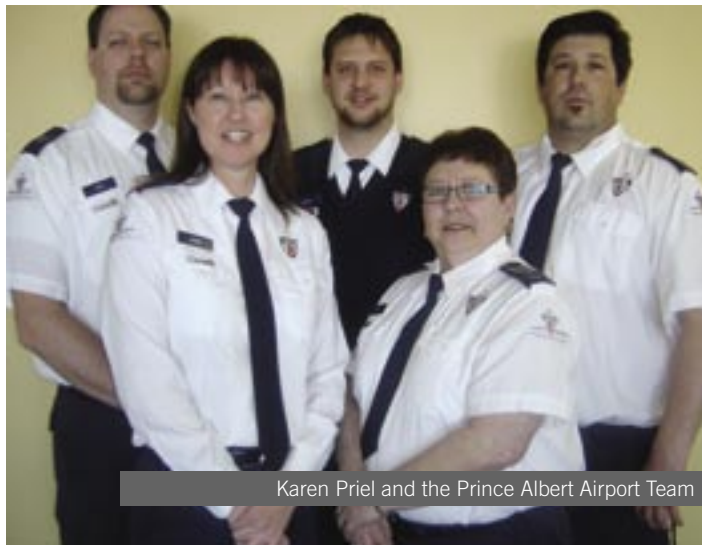
Chris DuGray is the Point Lead. He makes a 50 kilometre round-trip to get to work. Sometimes the split shifts work in his favour, sometimes not. Recently, bad weather delayed an early morning flight until 10 a.m. but he still had to return home to look after his young child. Generally, though, he and his wife work around their respective shifts.

“His wife is wonderful to put up with him,” laughs Karen. “He’s a total prankster!”

Yvette Boyer is a Foundations 2 screening officer. She started in July 2003 after leaving a job at the liquor board store. The team calls her their Bantam Rooster—only in part because of her stature.

“She saw her share of ornery customers in that store,” explains Karen. “She doesn’t take any you-know-what from anybody! But she’s a sweetheart, really.”

Jason Tremblay is also a Foundations 2 screening officer. Law enforcement is his passion. Although he enjoyed his



former job as a security guard at the mall, qualifying as a screener brought him one step closer to his goal; becoming an RCMP or city police officer.

Todd Backstrom, the other Foundations 2 screening officer, used to be Jason’s supervisor at the mall. Jason enjoyed working for CATSA so much, he suggested Todd come along. Todd spent five years on the road as a drummer for a band but tired of the roamin’ life and settled down.

“He bought his two-year old daughter a drum set,” laughs Karen. “She just loves banging away on it. Imagine the noise!”

Shannon Paluck is a Level Zero screening officer. Co-ordinating a time to get her to out-of-town training has proved to be quite a challenge so her duties are restricted to directing passengers to the screening site.

So what gels these people into such a team? The secret is—they work and play together.

Chris and Todd have a running battle to get to the XRT training program first and, thanks to the grading system, are always trying to outdo their own best performance and each other.

“They treat it like a video game,” says Karen. “I’m sure they’re addicted.”

Karen has invited the team to her cabin at Candle Lake for a barbecue this summer. The region’s beautiful lakes are quite an attraction, to the point that the city empties out during the heat. A barbecue on the waterfront sounds like just the ticket.

Dainty Tuesdays satisfies the team’s sweet tooth. Along with some of the employees from the air carriers, everybody takes a turn at making little dainty cakes for the rest of the group.

Now that’s teamwork! ■

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Screening officers and learning and performance advisors: Working together on the front lines with positive results

At another airport, a screening officer, still in training, intercepted over \$300,000 as well as a couple of passports, as a result of a random physical search of a passenger. The screening officer later explained to the CATSA LPA that this incident really highlighted why screening officers have to be as thorough and meticulous as they are.

During another Live Line OJT session, a new Foundations II Officer used his threat identification skills to intercept an illegal martial arts throwing star in a passenger's bag.

Examples of screening officers intercepting contraband, threat, and prohibited items, are numerous and reinforces the reason why Officers must remain vigilant at all times. Simply put, complacency is not an option.

This collaborative training effort with screening operations, Learning and Performance and most importantly, the Point Leaders and screening officers on the front lines, demonstrates CATSA's commitment to the success of the screening officers and the overall security of the traveling public. These joint efforts have carried over to other ventures in the airport environment as well.

Over the holiday season, one airport created a volunteer initiative to help passengers better prepare for the screening process. The local CATSA LPA and an assistant training point leader conducted training sessions, on their own time, for the volunteers, so they would be able to provide accurate information to the travelling public with respect to the bringing of liquids and gels aboard an aircraft. The project was a great success, which led to less confusion

for the travelling public and a greater bond between the various stakeholders within the airport community.

Right around the same time, another team building forum was underway in an airport in the Central Region. With representation from CATSA's screening operations and the learning and performance groups, as well as service contractor management and front line screening staff, sessions were conducted to ensure consistency in the conduct of screening operations. The sessions were well received by all in attendance. Standard Operating Procedures and site specific issues were discussed and clarified in order to facilitate an efficient, courteous and secure screening experience for the traveling public.

As expected, feedback from screening officers and learning and performance advisors alike has been extremely positive. A close partnership and hands-on approach to the training has resulted in highly trained and professional screening officers and has opened the door to a more collaborative and effective screening operation.

With key CATSA initiatives like the Foundations I & II programs, the Enhanced Point Leader Program, and the "Sharing CATSA's Vision" tour, it is apparent now, more than ever, that CATSA is committed to supporting and working with screening officers across Canada to protect the public by securing critical elements of the air transportation system as assigned by the government. ■

CONTACT CATSA NEWS

Media Inquiries

If you receive inquiries 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 the "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.