



May 2007

## Canada – South Africa 2006 International Best Practices Assignment Opportunity

**As a direct result of the 2005 International Forum for Security Screening in Aviation (IFSSA) held in Pilanesberg, South Africa, there was renewed understanding of the need for international cooperation and learning. CATSA in partnership with the South African Civil Aviation Authority (SACAA) set up a professional development program for managers; the Canada – South Africa 2006 International Management Best Practices Assignment Opportunity.**

The aim of the program was for CATSA and the SACAA to exchange experiences and knowledge about the aviation security systems in their respective countries and for the participants to share best practices of their respective organizations and attempt to understand the complexities of screening that other countries face.

Richard Bannister, the Regional Manager for BC and Yukon airports, was chosen to represent CATSA in this exchange to South Africa. Richard worked alongside SACAA inspectors at the SACAA headquarters in Midrand and had the opportunity to visit and review airport operations at the three main airports run by the Airports Company

South Africa (ACSA) which included Oliver Reginald Tambo International Airport (ORTIA) in Johannesburg.

Richard's focus was on vehicle and perimeter screening for non-passengers, pre-board screening and hold baggage screening techniques as well as general operational procedures.

"It was an extremely interesting experience that served to highlight many of the improvements that CATSA has made since its creation. Prior to 1994, South Africa had a very different threat focus than Canada which was evident in the perimeter

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Increasing CATSA's visibility  
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## Message from the President and CEO

### Managing Effectively in an Age of Uncertainty

At CATSA, we are accountable for the security of passengers flying from 89 designated airports in Canada. This is a significant responsibility that deals in human lives and it is one we take extremely seriously. In order to be well-prepared for what is coming our way, we devote some time each day to really assess the nature of the evolving threat – what is coming our way and how do we prepare for it?

Our research consistently shows that we live in an age of great uncertainty. The threat of terrorism, organized crime, and the possibility of pandemics all have the potential to cause significant disruption. What makes risks like these different from the risks we manage on a daily basis, at work and in our personal lives, is that they are on a larger scale and it is difficult to assess their likelihood. They are not well-understood. They are not tangible.

And they are much harder to plan and prepare for. So how do we manage all this uncertainty?

It is clear that there is no such thing as zero risk and this is a reality that we, as security professionals, must face. Every day we go out into the world, drive our cars, get on airplanes, and get on the Internet. We have a certain amount of risk that we accept in doing each those things. The same holds true for aviation security. Our key challenge is to manage the risks effectively – which requires a balance that takes into consideration the probability of the threat happening and the effect of the mitigation actions on travelers' right to privacy and industry to operate efficiently. Terrorists tap on unlimited imagination to develop scenarios to commit their attacks. They need to be matched with superior imagination from organizations such as CATSA, devoted to air transportation security. Together we can succeed by being smarter, more innovative, better organized and fully cooperative. We need to recruit the right resources and do the right thing. But mainly, we need to share a passion for our work, which is equal to the inspiration terrorists show for their cause. There are no limits to what a motivated individual can reach.

### Tackling Fear

This brings me to my second point. To successfully manage the uncertainty that is a part of our operating environment, we must make a concerted effort to keep fear in check. Although the threat posed by terrorism is real, we need to be realistic about the risks and not induce undue fear or stress on the travelling public. Statistically, we have much greater chances of dying from heart disease, obesity due to poor eating habits, smoking, or even hitting a deer with our cars than we do from a terrorist attack or plane crash. There is no

doubt that one of the primary objectives of terrorism is to instil terror and fear. Yet, we don't fear these threats as much as terrorism, mainly because we are better informed, we accept them and the image of their effects hasn't hit us as much as the image of a terrorist attack.

If we let fear and terror prevail, then terrorism will win. When fear gets out of hand, it can erode public confidence in our ability to keep them secure as they pass through the air transportation system. The bottom line is that we need to be smart about security, continually inform the public about the new security measures we have in place and reassure them. In essence, this strategy centers on making passengers more security aware and security savvy.

### Ready for Take-Off!

As we embark on our next journey towards creating a sustainable aviation security organization, managing uncertainty and reducing fear will be key priorities for CATSA. But, it is only by harnessing the collective expertise of all our security partners, including screening officers working on the front lines and the stakeholder community, that we will be successful. The message we need to deliver is that air transportation is secure – it is safe to fly! ■

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

# Maintaining Confidence in Air Transportation



## Educating the Public on the Realities

Brian Jenkins, one of the world's foremost experts on terrorism, argues that, when it comes to terrorism, fear is the greatest danger we face because it can erode confidence in our institutions, provoke us to overreact and tempt us to abandon our values. In the field of security, it is crucial for government, stakeholders and the general public to have confidence in the organizations tasked with critical security responsibilities. This holds true for CATSA. During the first five years of our operations, and especially in the immediate aftermath of 9/11, one of our primary responsibilities was to reduce

fear and encourage travellers that it is safe to fly. This is essential in preventing the industry from collapsing. Now that passenger volumes have increased to levels above what they were before 9/11 and more passengers are flying than ever before, our job is still to reduce fear, but also to further inform the public on how secure our skies are.

When it comes to security, it is critical to distinguish between hard and soft targets. Since the 2001 terrorist attacks on the United States, the government of Canada, CATSA and other organizations devoted to air transportation security have succeeded in making aviation a hard target for terrorists by increasing the number of layers of security and investing in new training, technology and equipment. If we put all our eggs in one basket, we risk leaving soft targets, such as shopping malls, critical infrastructure and tourist sites vulnerable to attack. While infinite resources and unlimited equipment and

technology could definitely impede future terrorist attacks against the aviation industry, it could also cause it to collapse. Achieving the right balance using a risk-based approach is the workable solution that must be applied.

The reality is that the era of zero risk never existed. We need to accept this reality and learn to deal with fear. Security measures based on fear will ultimately be ineffective and will only serve to harm the aviation industry and further erode public confidence in the integrity of the system. The key is to think sensibly about security, rather than emotionally and to avoid over-reacting and making unwise security investments. As John Mueller points out, extreme events, such as terrorist attacks, characterized by over-reaction to low

**“To fear is one thing. To let fear grab you by the tail and swing you around is another”.**

**Katherine Paterson**

probability, high consequence events and the potential for systems interaction that may lead to catastrophic losses, creates an environment that leads people to a false sense of insecurity and which forces them to over-react.

## The Role of the Aviation Community

The entire aviation security community – from CATSA, to screening officers, to Airport Authorities, to air carriers, to the travel industry, and other stakeholders – all have a critical role to play in driving down fears of air travel. It is critical that

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**The key is to think sensibly about security, rather than emotionally and to avoid over-reacting and making unwise security investments.**

## Canada – South Africa 2006 International Best Practices Assignment Opportunity

security measures taken to protect certain vital assets. It has been 13 years since the official end of the Apartheid era and the country has some major challenges to overcome. They have seen a huge increase in domestic airline travel with the introduction of the low cost carriers which is evident in the major airport construction occurring at ORTIA and a new airport scheduled to be built in Durban. The biggest difference to our system however is their non-passenger screening process. Everyone entering their restricted area is searched but they are also searched leaving. The infrastructure that they have for NPS operations is excellent however there is a high cost associated with it.

Richard was able to tour the airside areas of Durban, Cape Town and Johannesburg as well as review their hold baggage operations. "South Africa has met the ICAO standards in respect to international checked baggage screening and are still working on introducing 100% domestic screening at all airports".

One area that CATSA is in a position to assist the SACAA is a certification program. "It was quite an eye opener when I was told that there was no certification standard for screening officers in South Africa. I was able to tour their training centre at ORTIA and was provided with an overview of their training course. I discovered that there are several security companies that provide screening officers – trained at a variety of training centers however there is no national standard certification on which to benchmark performance".

Richard was also able to visit some of the townships in and around Johannesburg as well as learn more about the apartheid era. "I think that until you have visited the townships and the rural areas you cannot understand the gap between the haves and have nots. South Africa is a beautiful country but they continue to have a large population that is not sharing in the wealth of the country. I am extremely grateful to my hosts for showing me all aspects of their country and they are understandably proud of the changes that the last 13 years have brought about. I think they understand that there are some unique issues to tackle and I am sure they will continue to meet them with the same warmth that I experienced".

"Overall it was a unique opportunity and I am extremely grateful to CATSA for the opportunity. I am looking forward to the second phase of this program which will involve a manager from the SACAA coming to CATSA for a period of four weeks. I think they will be extremely impressed by our organization and I know that they would like to adopt some of our practices. Hopefully we can assist them and therefore improve the world wide aviation security network".

## Partnership

In an effort to increase the protection of air travellers as well as air transportation security, CATSA is pleased to announce a partnership with La Cité collégiale to implement the program Protection et sécurité aéroportuaire.

La Cité collégiale will be the first college in Canada to offer a college certificate aimed specifically at air transport security.

The goal of the one-year program is to allow potential candidates to strengthen their skills, as well as facilitate recruitment of screening personnel by service providers such as Aeroguard, Garda, Kolossal, and Shannahan's.

The members of the Advisory Committee who partnered with La Cité collégiale on the development of the one-year program curriculum are Larry Johns, from Garda, Giles O'Dell from Shannahan's, Pascal Roy from Aeroguard and Yvon Belisle from Kolossal.

Moreover, the airport training program complements the objectives of CATSA's Screening Officer as a Career program, facilitating skills management and development in screening officers.

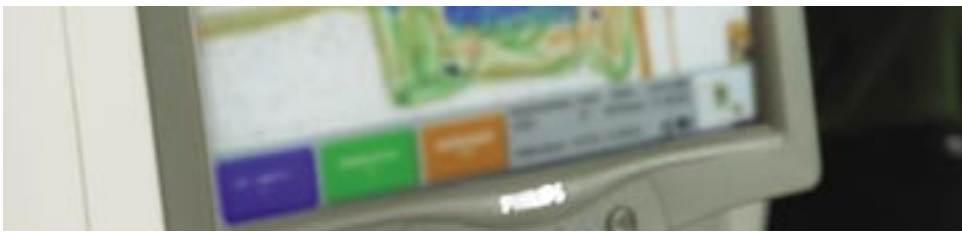
On May 1st, 2007 Mr. Duchesneau joined the press conference to announce the new program.

For more information on the program Protection et sécurité aéroportuaire, visit <http://www3.lacitec.on.ca/descprog/071/1613.html#descriptif>.





# X-Ray Tutor (XRT)



**CATSA would like to have your feedback on the X-Ray Tutor program. A survey will be posted on the screening officer website which will run from June 1<sup>st</sup> to June 15<sup>th</sup>, 2007.**

## Did you know...

After the 256 test images, the individually adaptive training starts with difficulty level 1 and the feedback about the detection performance across all sessions is displayed at the end of each session.

## Screening Officer Recognition

Special recognition goes out to Josée Mailloux from Moncton airport who became a Foundations 1 screening officer on December 1, 2006 and completed all 12 levels of X-Ray Tutor prior to taking

the Foundations 2 training on March 26, 2007.

CATSA would also like to recognize the screening officers who have progressed to Level 12 of the XRT training program during the month of March 2007.

*"What we have to learn to do, we learn by doing".*

– Aristotle

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

## CONGRATULATIONS to:

### Greater Moncton Airport

- Terry Gauvin
- Josée Mailloux

### St. John's Airport

- David Joy
- Elizabeth Newhook
- Roxanne Wellman

### Gander Airport

- Wanda Temple
- Andrea Hurley

### Toronto Lester B. Pearson

- Kamaldeep Bhullar
- Daniela Blaga
- Anca Chira

### London Airport

- M. Jawed Farooqiyar

### Hamilton Airport

- Humberto Santos

### North Bay Jack Garland Airport

- Candace Labbe
- Mario Patry

### Montreal (Dorval)

- Marcel Hamel

### Dawson Creek Airport

- Diane Labounty

### Regina Airport

- Bryan Anslow
- Charlene Marie Boychuk

### Greater Sudbury Airport

- Suzanne Gosliegh

### Campbell River Airport

- Maria Hansell
- Barbara McKinlay

### Whitehorse Airport

- Petra Klalber

### Vancouver Airport

- Ernesto Baltazar
- Robel Berroya
- Carol Chrystal
- Sheila Clar
- Andrea Currie
- Susan De Leeuw
- Norlinda Jaime
- Wai Nang Mak
- Emmanuel Migallos
- Mariebel Perdido
- Elena Riabova
- Lilia Seguin
- Barinderjit Thind
- Rupinderjit Thind

### Yellowknife Airport

- Rhonda Budgett
- Robert Richard

\*Level reached from December 1<sup>st</sup>, 2006 to February 28<sup>th</sup>, 2007

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## Maintaining Confidence in Air Transportation

we continually take smart and innovative measures to restore public confidence in the aviation system in a smart and constructive way. We need to address the ambiguity associated with the provision of aviation security services, correct false perceptions and focus on public education. The central and underlying concept of these efforts is cooperation. Although CATSA has a critical role to play in reducing fear, success can only come through a collective effort of all security partners and the stakeholder community. A coordinated and concerted effort linking all organizations involved in air transportation security will yield better and longer-lasting results.

### Fear Not – Turn the Light On!

It is evident that fear grows in darkness. To eliminate the associated feelings of being scared, we just need to turn the light on. And this is where we, the aviation security community, find ourselves today. We simply need to turn the light on! If we are better attuned to what the risks really are, and how we as travellers can contribute to improve security further, we will be better able to control fears. A good example of is that we drive our cars at 100 km an hour, a few feet behind another car running at 100 km an hour, without fear. We know that this is risky, but we accept these risks. We also know what the probabilities of an accident are and adjust our actions according to traffic density, road conditions, weather, etc. The analogy also applies to air transportation security.

CATSA and other organizations devoted to air transportation and air transportation

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From April 20<sup>th</sup> to 22<sup>nd</sup> 2007, CATSA was one of over 200 exhibitors at the Salon de vacances et loisirs de Québec, la Fête de l'été.

CATSA was also an exhibitor at the Toronto Travel and Leisure Show from April 19<sup>th</sup> to 22<sup>nd</sup>, 2007.

These annual shows were held at the Quebec Trade Show Centre ExpoCité and at the International Centre in Mississauga and each show attracted approximately 30,000 visitors.

Visitors to the CATSA booth had the opportunity to pick up helpful travel information, speak with a screening officer and a CATSA representative, and ask questions on how to pack their baggage to get through the pre-board screening process with ease and make their air travelling experience positive and secure.

Participating at these travel shows allows CATSA to increase its visibility and provide information to attendees to ensure they have a positive and secure air travel experience.

A special thank you to **Samir Said** in Toronto as well as **Karine Bérubé**, **Jacques Desrochers** and **Pierre-Luc Sirois** in Québec City for a great job in CATSA's booths at the travel shows.



# Top-notch Training

Like all class other airports in the Quebec region, the Chibougamau and Roberval airports recently installed a hold baggage screening system. Two screening officers are currently being trained in Montreal to use the machine.



Manon Forgues, Point Leader at Chibougamau

Daddy. If it's bad, we won't see him."

In 2002, when the airport was hiring new staff, Dany applied.

"I was not given any special favours because my father was a pilot," he said, smiling. "On the contrary, I'm sure they made me take more tests than the others!"

"With these machines and the training, screening will be faster for the entire team," said Manon Forgues, Point Leader for Air Creebec at Chibougamau. "This gives us a tool that satisfies everyone and provides us with better security."

Manon is proud of her professional development. Air Creebec hired her a year and a half ago and she has been a Point Leader for five months. Satisfied with her training, she is eager to share her newfound knowledge with her team.

Dany Jacques is a Point Leader for Garda in Roberval. Dany truly loves the aviation world, thanks to his father.

"My father was a commercial pilot at the airport," he said. "I remember crying at the gate when I was a child, when I would see my father leaving in bush planes. My mother told me, 'if the weather is good, we'll see

Dany believes that the new screening system will undoubtedly improve customer service, for several reasons.

"We're a small airport," he explained. "We know everyone. Sometimes it's embarrassing to screen baggage."

The Point Leaders have some unforgettable memories of their experiences at Pierre-Elliott-Trudeau Airport in Montreal.

Manon was impressed: "It's SO big. There are people everywhere. It's very different in a small area. You can't compare the volume of passengers! Here, they see as many people in a day as we would see in two years at Chibougamau.

"When we think of the number of passengers that use the airport each day, it's difficult to compare with Montreal.

"However, I am happy where I am and I enjoy providing good service to travellers in Chibougamau."

Dany considers managing such a large airport, filled with staff and passengers, to be very impressive. He finds it very interesting to see the cultures and various nationalities communicating well with each other to ensure that the screening checkpoint operates efficiently.

"Roberval is one of the smallest airports in Canada. We screen approximately 15 passengers a day, but we have as many services as Montreal: fuel, security, parking, de-icing, hangars for 15 twin-engine airplanes, car rentals... These facilities date back to the 1950s, when Roberval was going through a period of growth, and we are happy to have them today."

Roberval, a town of 11,000 people on Lac St-Jean, is once again undergoing



Dany Jacques, Point Leader at Roberval

change. To face the future, Dany is proud to see the airport equip itself with modern methods.

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## Top-notch Training

“The new machines and the training provided are very good for the airport and for the screening officers. This training will open doors for us,” he said.

Dany and Manon are satisfied with the training they received in Montreal and are very happy to go back to working with their amazing teams in Roberval and Chibougamau. ■

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## Maintaining Confidence in Air Transportation

security have a responsibility to educate the public. And, the travelling public themselves need to educate themselves about risks and probabilities in aviation security in order to control their fears. Terrorism is largely based on disinformation – reducing fear of terrorism is all about getting the right information to the right people at the right time. ■

1 Brian Jenkins, *Unconquerable Nation: Knowing Our Enemy, Strengthening Ourselves*, (Arlington: RAND Corporation, 2006).

2 John Mueller, “Six Rather Unusual Propositions About Terrorism” in *Terrorism and Political Violence* (2005).

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



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