



October 2007

## In Uniform: The Importance of Looking Professional

**On September 14, 2007, CATSA Uniform Representatives were invited to participate in the annual general meeting of Logistik unicorp – the supplier of screening officer uniforms.**

In addition to discussing various issues, concerns and new developments relating to the screening officer uniform, participants had the opportunity to visit the warehouse to see firsthand how uniform security is maintained and how the very large program is managed. They also learned how to better facilitate the measurement process and use the on-line ordering system.

CATSA representatives were also in attendance and included Shawn O'Reilly, Screening Contracts Manager, and Paul Morin, Uniform Coordinator. They brought forth a number of issues pertaining to the screening officer uniform program including, proper measurements, dress code and standards, new clothing design and uniform components, and general management of the uniform program. They also provided updates on a number of trials

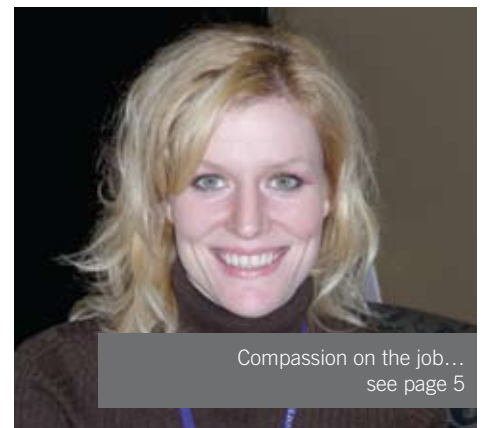
and projects, such as the new soft toe shoes and the new shoulder crests. Their main message to uniform representatives is that CATSA remains committed to ensuring screening officers have a professional uniform that is both functional and comfortable.

The day's meeting concluded with some remarks by CATSA's President and CEO Jacques Duchesneau on the importance of the screening officer uniform and the critical role of uniform representatives in maintaining high standards and in ensuring uniform security. Mr. Duchesneau stressed that the uniform is very important because it ensures that screening officers are viewed as security screening experts and it transmits a positive image of the critical role they play in aviation security.

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## In Uniform: The Importance of Looking Professional



In addition, uniforms instil a sense of pride and authority in screening officers.

Mr. Duchesneau also highlighted the importance of uniform security. Although an individual cannot access the restricted areas of an airport with a uniform alone, it is still critical that we maintain tight control over all uniform pieces and who has access to them. The misrepresentation of a screening officer can have a negative impact on our image as a credible security authority in the eyes of the travelling public. We must ensure that screening officers are viewed as professionals who uphold the highest security standards at all times.

When CATSA was created in 2002, outfitting screening officers with a new uniform was one of our first priorities. Indeed, the new uniforms, worn by screening officers all across Canada, were one of the first visible signs of increased security measures. Today, improvements continue to be made to the program but one thing is certain: screening officer uniforms continue to have a positive impact on the travelling public, creating a favourable image that often lasts long after their flight has departed. ■

innovative solutions and implement new ideas and practices to ensure operations continue to run smoothly at screening checkpoints.

During the week of September 24-28, regional managers gathered in Ottawa for a new technical training program designed to provide them with additional skills to help them perform their oversight role effectively and to bring our performance to the next level. In-line with a recommendation made by the OAG Special Examination, this training program covers the regulatory framework, contract management, stakeholder relations, equipment orientation and incident management. It will now be a requirement for all new regional managers before they assume their responsibilities on the front lines.

### Learning and Evolving – The Next Phase of CATSA's Evolution

During our first five years of operations, our emphasis was on operational development, capacity-building, and putting in place the building blocks necessary to sculpt an effective CATSA for the future. Our current strategy, designed to lead us through the next five years of our development, centres on sustainability, implementing lessons learned and making additional enhancements to our security system.

This new training program is an excellent example of implementing lessons learned and taking concrete steps to evolve into a more effective security organization. It is through programs and enhancements like this that CATSA will continue to evolve into an aviation security organization recognized globally for its excellence and success. ■

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



## Message from the President and CEO

### Oversight Matters

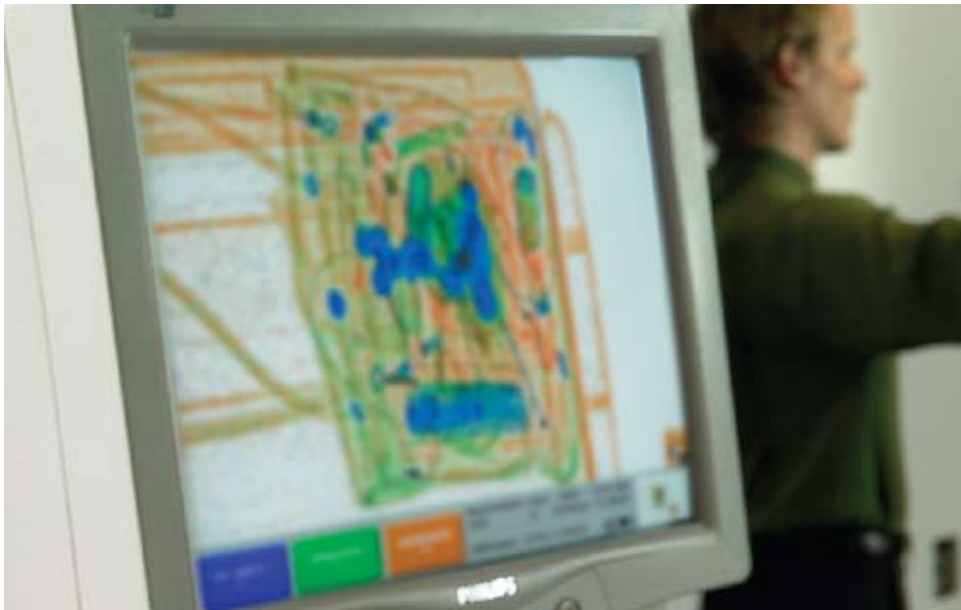
One of the key questions that CATSA has struggled with over the past few years is how do we know that our screening operations are delivering the security we expect and are performing efficiently, effectively and consistently. The answer to this question is critical not only because CATSA is an accountable security authority, but because we cannot afford to fail. Whereas terrorists only need to get it right once, we need to get it right all the time.

In this regard, effective oversight of our screening operations is critical. We need to know with certainty that our screening operations are effective. This is one of the primary roles of CATSA's Regional Managers. Working closely with service providers and screening officers, our regional managers are on the front lines making sure that a terrorist attack does not happen on our watch. They are an integral part of our team with the specialized skills needed to spot problems early, design

# X-Ray Tutor (XRT)

*"It's your aptitude, not just your attitude that determines your ultimate altitude".*

*Zig Ziglar*



## Screening Officer Recognition

We would like to recognize the screening officers who have progressed through to Level 12 of the XRT training program during the month August.

## Did you know that...

X-Ray Tutor measures your performance as follows:

- Each session times out after twenty minutes and displays the *Performance in this Session* dialog box;
- **Threat detected (HIT):** how often a threat item has been recognized in a carry-on bag;
- **Threat missed:** how often a threat item has NOT been detected;
- **OK detected:** in how many cases a non-threat bag has been "judged to be OK";
- **False Alarm:** the number of cases in which NOT OK was clicked for a non-threat bag.

## CONGRATULATIONS to:

### Calgary International Airport

- Maria Luisa Estacion
- Harbans Minhas
- Amanpreet Pallan
- Arvind Ram

### Goose Bay Airport

- Tracy Blake
- Jenny Brenton
- Darrell Curl
- Naomi Edwards

### Halifax International Airport

- Lindsay Meldrum

### Kingston Airport

- Brian Patterson
- Roger Wilson

### London International Airport

- Cindy Sadiku
- Sara Watson

### Mont-Joli Airport

- Pierrette Durette
- Stéphane St-Laurent

### Nanaimo Airport

- Shane Demmitt

### Prince Rupert Airport

- Irene L'Esperance

### Quebec Airport

- Richard Gagnon

### Regina Airport

- Elizabeth Chidlow

### Roberval Airport

- Lucienne Boily
- Laurier Bouchard

### Sarnia Airport

- Valerie Lawrence
- Nicholas Mymka

### Saskatoon Airport

- Nabil Haskil

### Sept-Iles Airport

- Chantal Lévesque

### Greater Sudbury Airport

- Marc Prevost

### Toronto Lester B. Pearson Airport

- Elton Bello
- Tatjana Rakas
- Joseph Rizkalla
- Renu Tangri
- Harpal Walia

### Vancouver International Airport

- Joachim Fernandes
- Nonna Glebova
- Roselyn Jereza
- Annelies Knies Anja
- Anil Kumar
- Emigdio Licup
- Khorshid Rasuli
- Nasrin Sarwary
- Stephen Wong

### Wabush Airport

- Johanna Hibbs
- Barbara Martin

### Winnipeg International Airport

- Johnson Fernandez

# CATSA Act Review

The *Canadian Air Transport Security Authority Act* came into force on April 1, 2002 and requires, as per section 33, that the Minister of Transport complete a review of the legislation during its fifth year and report to Parliament on the results.

On November 23, 2005, a three-member advisory panel was appointed to assist the Minister in the review of the *CATSA Act*. This Panel's report was tabled by the Minister in the House of Commons on December 12, 2006.

On September 4<sup>th</sup>, 2007 the Minister of Transport announced to the public the recommendations approved by the Government of Canada as they relate to CATSA and its mandated responsibilities. (<http://www.tc.gc.ca/mediaroom/releases/nat/2007/07-h162e.htm>)

The Government of Canada, through the leadership of Transport Canada, reaffirms

its support to CATSA and to greater aviation security. CATSA will remain a Crown corporation, and will continue to report to Parliament through the Minister of Transport, Infrastructure and Communities. CATSA's activities will focus on its core aviation security-screening role.

Below is a summary of the seven recommendations that have been approved by the Government of Canada and that will have an impact on CATSA's mandated responsibilities. These recommendations will be fully implemented on April 1, 2008.

## 1) Responsibility for aviation security remains with Minister of Transport;

- 2) CATSA remains a Crown Corporation;
- 3) CATSA retains its current screening mandate;
- 4) Canadian Air Carrier Protective Program to be transferred to the RCMP;
- 5) Airport Policing Contribution program to be transferred to Transport Canada;
- 6) The Restricted Area Identity Card (RAIC) system is to remain with CATSA; and
- 7) CATSA retain the flexibilities present in the current legislation.

CATSA will work closely with Transport Canada in the coming months to implement the recommendations as appropriate. CATSA has made significant strides over the last five years and the hard work of CATSA employees with the help of its stakeholders, have contributed to our many successes. We welcome these recommendations as we continue to evolve as a world class organization dedicated to air transport security. ■

## CATSA's New Head of Operations



Mr. Yves Duguay joined CATSA on September 10<sup>th</sup>, 2007. We are pleased to welcome him as CATSA's Vice President of Operations and newest member of our Senior Management Team.

Prior to joining CATSA, Mr. Duguay spent 25 years with the Royal Canadian Mounted Police. He held several positions from the direction of the National Program to combat Money Laundering to the reorganization of the RCMP in the province of Quebec.

In the summer of 2000, Mr. Duguay joined Air Canada to effect the merger between Air Canada and Canadian Airlines International. During his tenure at Air Canada, he was responsible for all national and international security-related matters for the carrier and its affiliates.

Over the past three years, he has presided over the IATA security committee and has been a member of the CACP (Canadian Association of Chiefs of Police), ISMA (International Security Management Association), ATAC (Air Transport Association of Canada) and ATA (Air Transport Association).

Following 9/11, he testified before Senate and House of Commons committees on the topic of aviation security on a number of occasions; and, more recently, he appeared before the Air India Commission of Inquiry.

"In my view CATSA is a very dynamic security-focused work environment. And as you can see from my work experience, security has always been a strong interest of mine. So I look forward to the challenges that this new position will bring my way; and I trust that my background will help support CATSA's corporate outcomes."

Mr. Duguay brings to CATSA a wealth of knowledge in the aviation and security fields. He will definitely be a major asset to this organization.

Welcome aboard, Yves!



# Now, *That's* Compassion!

**"I'm a fast-paced person," says Nina Miller, Service Delivery Manager for Aeroguard at Ottawa International Airport. "I like that things change constantly at the airport. No two days are the same—good or bad. I always end up learning or accomplishing something. It could be the smallest thing to making an improvement across the board."**

August 24 was one such day. In addition to her normal duties, Nina was Acting Site Manager that week. Right off the bat, she was going to be busy...

She had just started her shift and screening officers saw something in a piece of checked baggage that needed to be confirmed with the passenger. This incident was barely over when she received a call saying that there was a critical incident involving police.

"When I got there," remembers Nina, "the police had already handcuffed this man, in front of his 13-year old daughter, and taken him aside." The reason: a substantial amount of marijuana had been found in his possession.

**"I tried getting her to talk but all she did was weep so I hugged her for a while..."**

There was no way he would be on his flight home, but what about his daughter? Her father was not co-operating so the police tried asking her some basic questions. The poor girl was distraught and terrified.



Nina Miller, Service Delivery Manager for Aeroguard at Ottawa International Airport.

"Mommy mode kicked in," admits Nina. "I tried getting her to talk but all she did was weep so I hugged her for a while. She kept her head down, still not saying anything. I just started chatting away."

Nina told the young girl that she had four siblings and that she was the youngest of them. She missed her family because they were far away in Newfoundland.

"That made the connection," says Nina, "and she looked up. I asked if she wanted

to phone her mom and she did, which was good because, on that same call, I was able to organize for her mom to meet her at the airport."

Without a family member at the other end, the police may have been obliged to detain the young girl in Ottawa. Since her father was not revealing the names of potential care-givers locally, she could have spent the next few nights in "official" care. Nobody wanted that.

"The reality is that if I couldn't persuade her to talk, she'd have to stay here with God-knows-who," says Nina. "All I could think of was 'How would I want my child treated in that situation?'"

Nina waited with the girl at the gate where, once the ice was broken, she recovered her composure and told Nina about her family. Nina also spoke to the airline who assured her that they would take care of her and make sure she was greeted when she returned home.

Says Maurice Murphy, CATSA's Regional Manager, Ontario,

"I want to congratulate Nina for her dedication, compassion and sound judgement. There are few people who would step up and make such a difference. A little girl from a small town met such a person today. I'm sure she will not soon forget Nina." ■

# Resilience: A Key to Organizational Success



**In today's evolving threat environment, it is imperative for organizations, especially security organizations, to be resilient.**

When confronted by crises, such as a natural disaster or a terrorist attack, and when presented with significant challenges, such as realignments or a change to daily operations, organizations need to be able to adapt and evolve. A resilient organization is one that is able to consistently meet its objectives over the long-term, even when confronted by unexpected crises and challenges while, at the same time, exceeding standards and gaining a reputation for high-performance.

Resilient organizations were the topic of a presentation made by CATSA's President and CEO, Jacques Duchesneau, at the University Club of Montreal on September 18, 2007. Speaking to a group of 50 business executives, academics and other professionals, Mr. Duchesneau explained that although it is not easy to create a resilient organization, it is indeed possible.

Mr. Duchesneau explained that resilient organizations are skilled at managing the unexpected. They are experts at assessing the environment in which they operate, both recognizing and understanding its complexity and volatility. They have an enhanced ability to discover and correct errors before they escalate into a crisis and

they know how to anticipate and respond to threats with flexibility rather than rigidity. Resilient organizations also have resilient leaders and resilient employees.

Most importantly, resilient organizations are AGILE organizations. Using CATSA as an example, Mr. Duchesneau explained that resilient organizations must be proactive rather than reactive. When it comes to preventing a terrorist attack against civil aviation for instance, we must first assess the evolving threat environment in which we operate, and then proactively put in place the necessary equipment and procedures to guard against these threats. If terrorists do succeed in penetrating our defences, we must intervene effectively and recover as quickly as possible. This is how a resilient organization operates.

The key difference between a resilient organization, which CATSA strives to be, and other organizations, is that resilient organizations detect problems early and Dare to Risk to Act. Only by making decisions and taking action can an organization succeed in today's volatile environment. ■

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.