Joint Regional Security Culture Webinar
(ICAO ESAF, WACAF and AFCAC)

13 April 2021
Nairobi, Kenya

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Kenya Civil Aviation Authority

Security Culture

Definition

- ☐ Security culture is a set of norms, beliefs, values, attitudes and assumptions that are inherent in the daily operation of an organization and are reflected by the actions and behaviours of all entities and personnel within the organization.

- ☐ Security is everyone's responsibility - from the ground up and top-down

The Need for Security

- Know the:-
  - Threat (external & Insider)
  - Consequences of attack
  - Assets / Targets to be protected

- Risk-based approach

Building a Security Culture

"Security *is a joint mandate of every person living in Kenya. The first test of security is vigilance.*"

President Uhuru Kenyatta

Nyumba Kumi Initiative Launch - 2011

Organization of Aviation Security – Organizations

ICAO
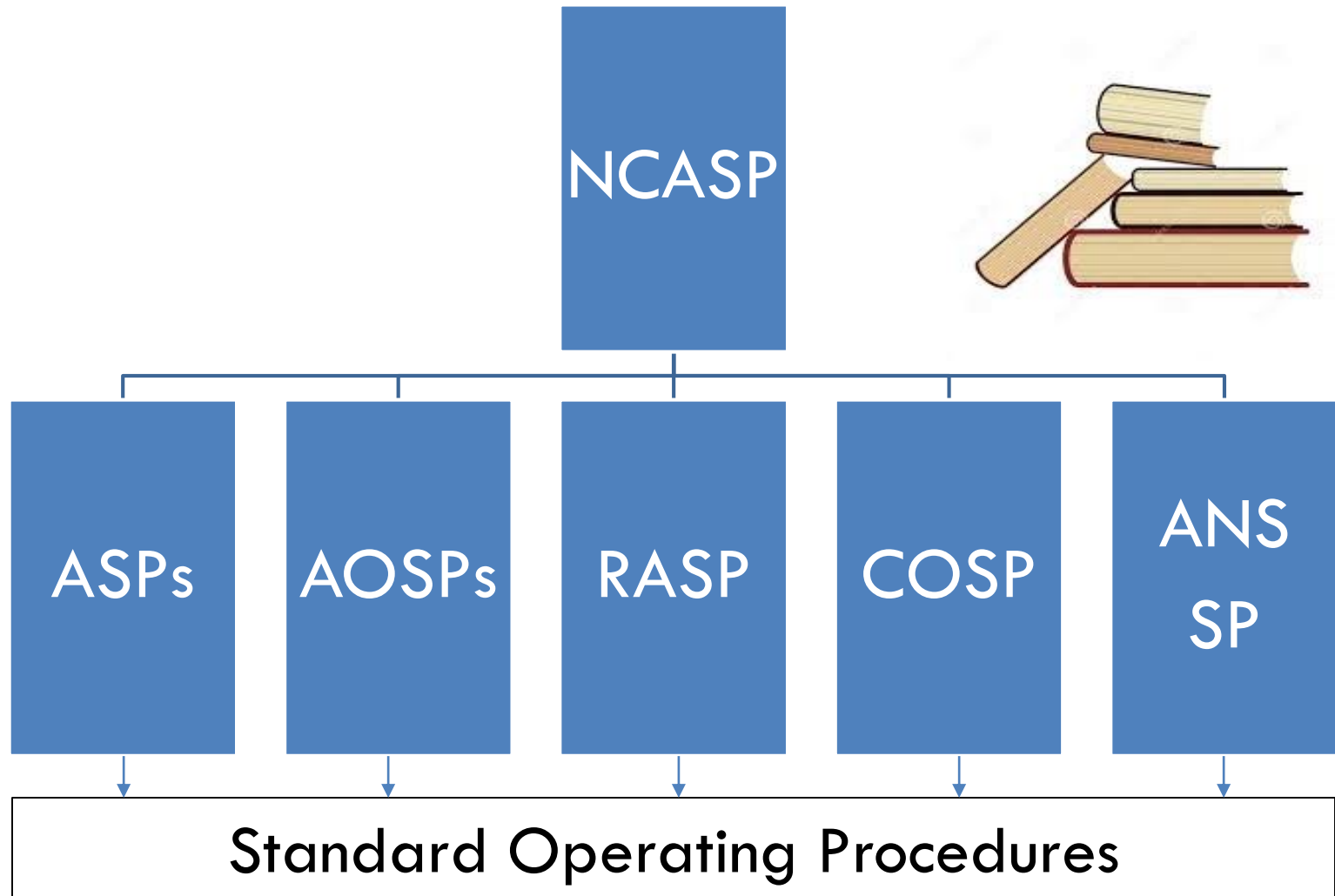
Appropriate Authority (KCAA)

- Airport Operators
- Airlines & GHAs
- Catering Operators
- Regulated Agents (Cargo)
- ANS Provider
- AVSEC Training Schools
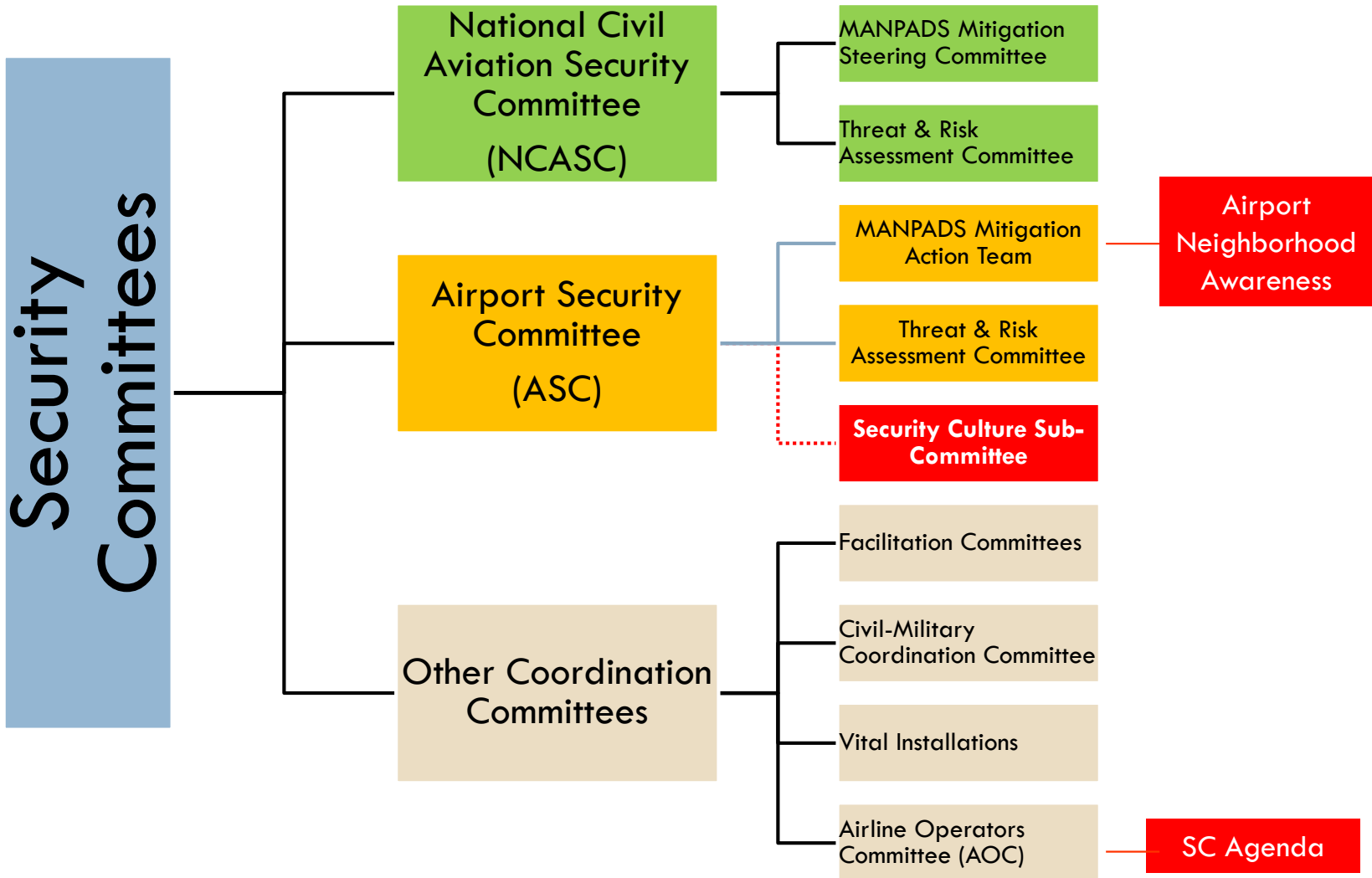- AVSEC Service Providers

Organization of Aviation Security – Security Programmes

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Organization of Aviation Security – Security Committees

KCAA
efficiently managing air safety

Security Committees

- **National Civil Aviation Security Committee (NCASC)**
  - MANPADS Mitigation Steering Committee
  - Threat & Risk Assessment Committee

- **Airport Security Committee (ASC)**
  - MANPADS Mitigation Action Team
    - Airport Neighborhood Awareness
  - Threat & Risk Assessment Committee
  - Security Culture Sub-Committee

- **Other Coordination Committees**
  - Facilitation Committees
  - Civil-Military Coordination Committee
  - Vital Installations
  - Airline Operators Committee (AOC)
    - SC Agenda

Mechanisms Adopted to Promote Security Culture

☐ Instill the concept that security belongs to everyone and not law enforcement agencies alone;

- ➢ Emphasize: Security Is Everybody's Responsibility

☐ Use of legislation and policies to obligate compliance with security requirements:-

- ➢ Initial & Recurrent background checks
- ➢ Mandatory Security Awareness Training (SAT)

Mechanisms Adopted to Promote Security Culture

- Security Notices and Signage at airports;

- Routine public security announcements at airport terminals

- Regular security briefings among stakeholders

Mechanisms Adopted to Promote Security Culture

☐ WhatsApp Groups for Security Committee Members & Other stakeholder groups

☐ Makes reporting and sharing of security situations easy *(requires proper administration)*

Mechanisms Adopted to Promote Security Culture

Leading by example

❑ No Big-Boss Syndrome

SECURITY CHECK

The Big Boss Syndrome

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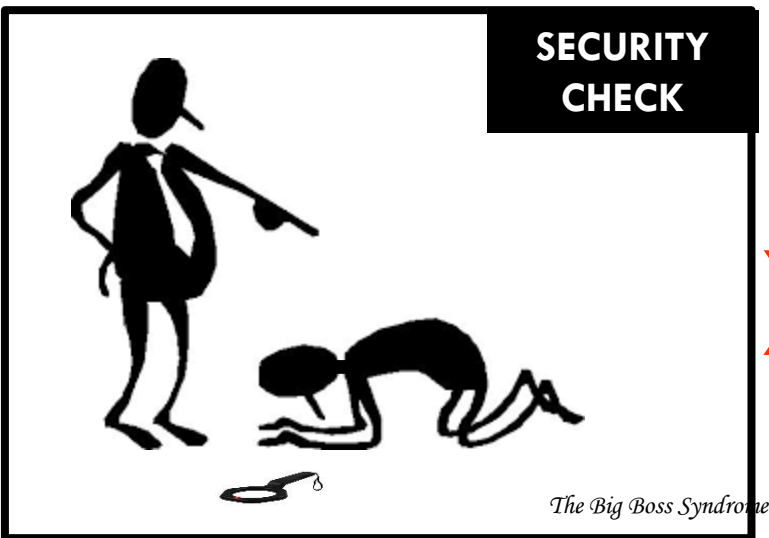
Leading by example

❑ Leaders enacting policies and easily subjecting themselves and their items to screening

✓
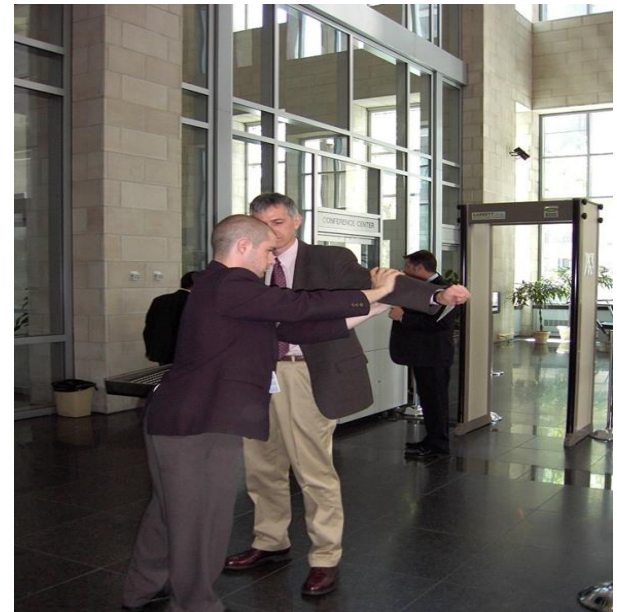
Mechanisms Adopted to Promote Security Culture

- Conduct of regular stakeholder security meetings *(physical and virtual)*

- Conducting/Participation in Airport neighborhood Watch Programmes *(especially under MANPADS Mitigation)*

- Conducting initial and recurrent background checks

- Conducting **Security Awareness Training (SAT)** and other sensitization programmes

ICAO Requirement for Security Awareness Training

ICAO Annex 17 Standard 3.1.12

☐ Each Contracting State shall ensure that personnel of all entities involved with or responsible for the implementation of various aspects of the national civil aviation security programme and those authorized to have unescorted access to airside areas receive initial and recurrent security awareness training.

Landside Security Culture

ICAO Annex 17 Std 4.8.3

☐ 4.8.3 Each Contracting State shall ensure coordination of landside security measures in accordance with Standards 3.1.7, 3.2.2 and 3.2.3 between relevant departments, agencies, other organizations of the State, and other entities, and identify appropriate responsibilities for landside security in its national civil aviation security programme.

Kenyan Requirements for SAT

- The Kenya Civil Aviation (Security) Regulations and the NCASP require **mandatory SAT** to all airport employees with access to airside before being issued airport passes;

- Landside passes are also issued to personnel of airport businesses and companies on the landside;

- All undergo SAT at least once every two years.

SAT TOPICS

1 – Introduction to Aviation Security Awareness Training

2 –Threats Against Civil Aviation

3 - Objective and Organization of Aviation Security

4 – Countermeasures and Response to Security Incidents and Suspicious Persons / Activities

Security-Cultured Persons

➢ Security-cultured or uncultured persons would be known by **what they do or don't do** **when confronted with an actual or possible security situation.**

Benefits of Security-Cultured Staff

□ Security-cultured staff will:-

➤ challenge unauthorized/suspicious people accessing a SRA or aircraft;

➤ challenge persons/staff not displaying an airport pass while on the airside;

➤ Always be vigilant and report any suspicious behavior/persons;

Benefits of Security-Cultured Staff

- ➢ Subject to background checks as and when required;

- ➢ Cooperate with security staff by submitting their persons and property to screening as required;

- ➢ Report any security incidents to Airport Security or Police or CAA (as appropriate).

Actions Taken To Promote ICAO YOSC Activities

☐ Highlights from:-

- ➢ Appropriate Authority - KCAA

- ➢ Airport Operator – KAA, JKIA

- ➢ Aircraft Operator - Kenya Airways

- ➢ Regulated Agent / Ground Handler - Swissport

- ➢ In-Flight Catering Supplier - NAS SERVAIR

KCAA

- 1 March 2021 – An Aeronautical Information Circular (AIC) issued by DG, KCAA and disseminated to all industry stakeholders Proclaiming 2021 as ICAO YOSC and the expected actions together with website links, ICAO Toolkit & Self-Assessment Checklist

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AIC 06/21
(White 229)
01 MAR 2021

The following circular is hereby promulgated for information, guidance and necessary action.

Capt. Gilbert M. Kibe
DIRECTOR GENERAL

PROCLAMATION OF 2021 AS THE ICAO YEAR OF SECURITY CULTURE (YOSC)

This is to notify the aviation industry stakeholders that this year — 2021 will be the *ICAO Year of Security Culture*. Launched by the ICAO Secretary General during the fourth annual *ICAO Global Aviation Security Symposium 2020 (AVSEC2020)* on 18 December 2020, the *Year of Security Culture* provides an opportunity for promoting security in all aspects of aviation operations, encouraging all in the aviation

KCAA

- In the recent meeting of the National Civil Aviation Security Committee (NCASC), **an agenda on Security Culture** was introduced by KCAA and adopted to discuss necessary YOSC campaigns

- Other stakeholders required to adopt Security Culture (SC) as an agenda at their Security Meetings and Briefings and related campaigns at airports including identifying SC Champions (Sub-Committees)

KCAA

□ NCASC resolved that, as a start, four organizations be enlisted as champions from the various broad industry categories, i.e.-

➢ Airport Operator – KAA (JKIA)

➢ Aircraft Operator – Kenya Airways

➢ In-Flight Catering Supplier – NAS SERVAIR

➢ Regulated Agent / Ground Handler – Swissport
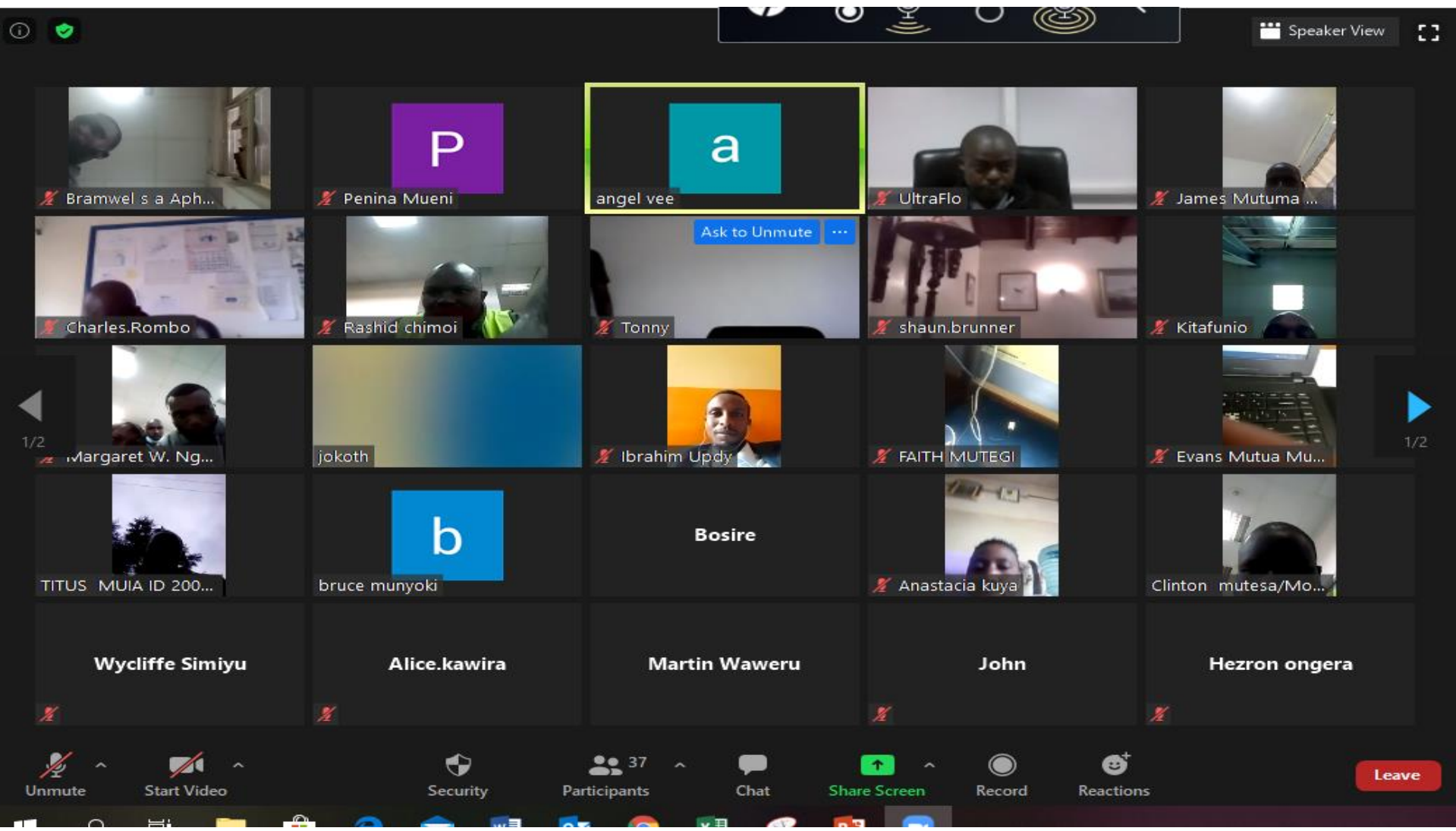
Airport - JKIA

The following approaches have been adopted by the airport to promote Security Culture:-

- Security Awareness Training –
  - Over 20,000 airport staff trained (*airside & landside*)
  - Virtual training adopted due to Covid-19 prevalence.

- Adopted slogans as a way of improved interactions and increased responsibility.
  - "Security – team approach"
  - "Security is about me!"

SAT Virtual Class
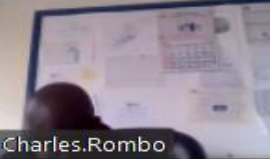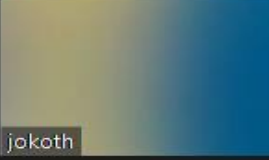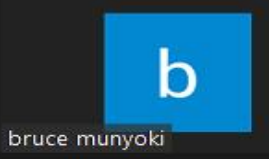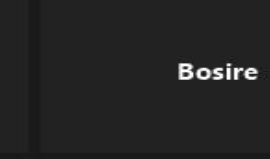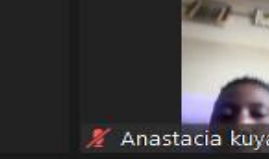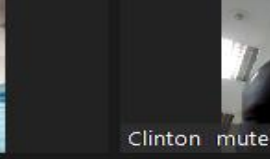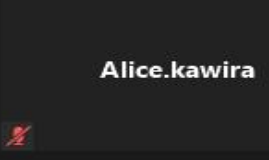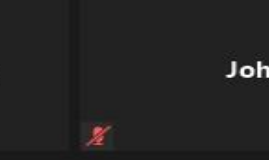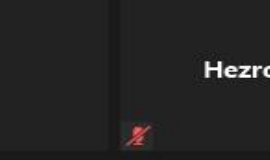
Kenya Airways

❑ Started a SC campaign under SEMs dabbed ***SEE IT, REPORT IT.***

❑ Executed under five platform programs:
  ➢ Training program
  ➢ Identification of Security champions amongst non security staff
  ➢ Quarterly Security awareness campaigns
  ➢ Communications – Newsletters, Memos and publications
  ➢ Recognition and Reward for non-security staffs who reports security incidents with impact to the business

Swissport Kenya

swissport

SWISSPORT SECURITY CULTURE WEEK: 22nd-26th March, 2021

Welcome!

swissport

Security culture briefing

SECURITY IS MY RESPONSIBILITY

- <u>22-26 March 2021</u> Developed and made presentation to staff on Security Culture during the campaign

In-Flight Catering Supplier - NAS

No.	Security Culture Assessment Guide	Yes	No
	The following questions can help assess if an effective security culture exists at an organization within aviation. The questions can be built into an organization's quality control and assurance processes, as well as training courses and workshops.		
	Question	Yes	No
1.	Is security a priority and a core value within the organization/airport?	Yes	
2.	Are policies and procedures in place that define security culture i.e. a Vision/Mission Statement with a description of what effective security looks like?	Yes	
3.	Do staff know how their work contributes to the overall security of the airport/aviation and its users?	Yes	
4.	Are security threats and risks properly understood at all levels (up to and including senior managers)?	Yes	
5.	Do managers promote an effective security culture by visibly endorsing and executing security initiatives, and complying with security requirements, i.e. do they lead by example?	Yes	
6.	Are there written records of agreed security standards and procedures? And are these records easily accessed or followed by staff? (Signages, Security Bulletins / Notices, Security Programmes, SOPs)	Yes	
7.	Are staff given the resources, support and time that they need to comply with security measures?	Yes	
8.	Are all staff appropriately and regularly vetted?	Yes	
9.	Are staff airport passes visible at all times while on the airside? And if not, are staff being challenged?	Yes	
10.	Do all staff and passengers pass through security screening?	Yes	

On 3 March 2021 – NAS completed and submitted a SC Self-Assessment Checklist provided by KCAA

Monitoring Effectiveness

❑ By conducting:

➢ Security Tests

➢ Exercises

➢ Reviews

➢ Monitoring and evaluation

❑ Through the actions and practices by sensitized staff

Way Forward / Plan

- ☐ KCAA internal stakeholders engaged for better messaging and campaigns on Security Culture, i.e. AVSEC, ICT, HR and Corporate Communications

- ☐ KCAA to organize a series of Webinars with stakeholders on Security Culture. SC Champions to showcase their best practices

- ☐ Update SAT content with more messaging on Security Culture. Sensitize certified AVSEC Instructors on the same

- ☐ KCAA to appraise ICAO on Security Culture Campaigns through YOSC Website

Remember

1. Security is Everyone's Responsibility

2. Total Airport Security Requires Team Approach

3. Security Awareness Should Be Embraced By All

Thank You

◻Comments?

◻Discussions