



ECAC Guidance Material on Security Culture

ICAO Regional Security Culture
Seminar

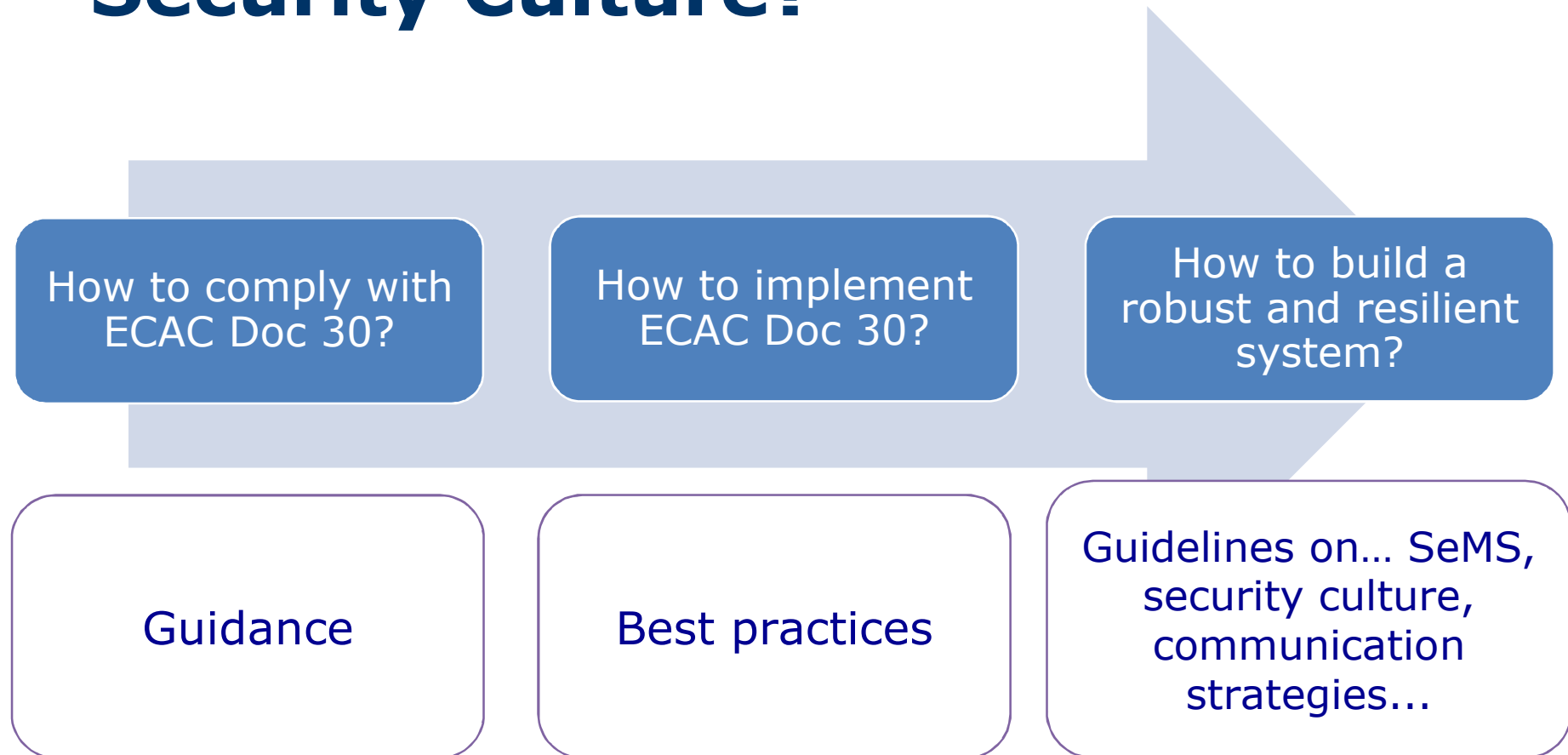


Overview

- Why ECAC guidelines on security culture?
- Security culture: focus of aviation security today... for tomorrow
- Security culture – a definition
- Developing security culture in aviation
- Focus on measures
- Promoting security culture



Why ECAC Guidelines on Security Culture?





Security Culture: Focus of Aviation Security Today... for Tomorrow

- Aviation security measures:
 - How to anticipate unknown threats?
 - Implemented by a few specialised categories of staff
 - Very dependent on overall performance of staff
- Potential single “points of failure”
- Basic assumptions:
 - Staff – potential insider vulnerability?
 - Public/passengers – potential terrorists?



Security Culture – Definition?

- One definition (from the ECAC Aviation Security Handbook):
 - **Security culture** generally refers to the relationship between the **organisational culture** and **security performance of an organisation**
- Common elements:
 - Understanding of risks by all individuals
 - Shared common values/norms/beliefs within an organisation
 - Respect of these values/norms by individuals

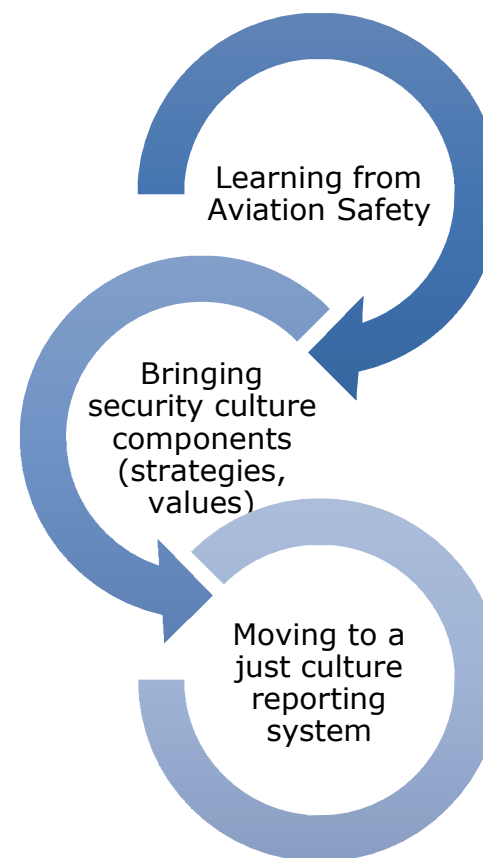


Developing Security Culture in Aviation

Who?

- All stakeholders:
 - Appropriate Authorities
 - Other governmental entities
 - Industry (Aviation)
 - Industry (Security)
 - Industry (Others)

How?





Focus on Measures (1/3)

- Role of management:
 - Commitment of leadership
 - Specific training for management
 - Role model
 - Effective exchange of information
 - Aviation security is an integrated part of the business



Focus on Measures (2/3)

- Awareness and training:
 - Internal awareness – awareness campaigns (all staff):
 - Staff notices, flyers, etc.
 - Staff briefings
 - Code of practice
 - Staff training (specific training to dedicated staff):
 - Workshops, e-learning...
 - Link with AVSEC training



Focus on Measures (3/3)

- Communication/Management:
 - Reporting lines (“just culture”)
 - Anonymity /confidentiality of reporters
 - Responding point/system
 - Training
 - Regular meetings (e.g. internal security meetings)



But...

- There is no magical and unique answer...
- There is a need:
 - To choose efficient measures
 - To measure the level of security culture
 - To monitor the changes



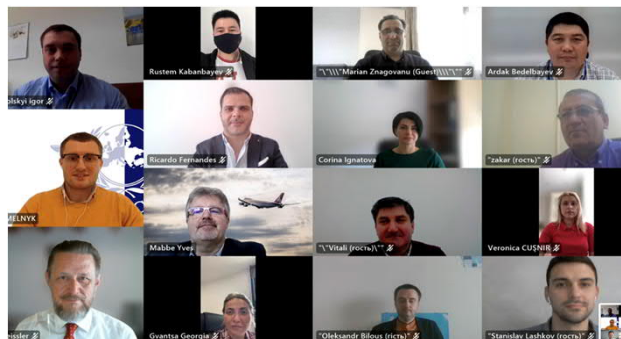
New Initiatives for Promoting Security Culture (1/3)

- Webinars on insider risks and security culture:
 - 4 webinars for the Appropriate Authorities of ECAC MS - Autumn 2020
 - 4 webinars for the Appropriate Authorities of ECAC MS + industry – January 2021
 - Each virtual session - more than 70 participants from 20 MS



New Initiatives for Promoting Security Culture (2/3)

- ECAC Workshop on Security Culture under the EaP/CA Project (28-29 April 2021):
 - Key principles of security culture, best practices at national and organisational levels
 - Presentations + breakout sessions (in English and Russian)
 - 23 participants from 6 Partner States + 10 speakers from ECAC Member States and Partner States



Eastern Partnership and Central Asia Project (EaP/CA)
An EU-funded and EASA / ECAC-implemented Project

WORKSHOP ON SECURITY CULTURE
Videoconference, 28-29 April 2021

ICAO Regional Security Culture Seminar, 1 July 2021



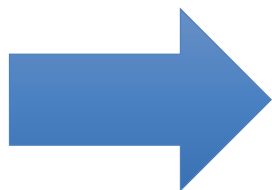
New Initiatives for Promoting Security Culture (3/3)

- Webinars on Insider Risks for HR Managers:
 - One-to-one basis (one State at a time)
 - HR managers from the Appropriate Authority and regulated entities + Security managers
 - Objectives:
 - Promoting awareness and good practices on how to address insider risks and implement security culture
 - Understating of role of HR processes in addressing threat of insiders and improving security culture
- 2 Sessions in April + 3 Sessions in June 2021



Conclusions

- Security culture is about better risk mitigation through:
 - Better understanding
 - Empowering staff
 - Common values
 - Security is part of the business



Aviation security is a shared responsibility, and an integral part of the daily routine of all individuals working in aviation



**Thank you for your
attention!**

For more information

www.ecac-ceac.org

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