



Security Culture From a Cargo Security Perspective

ICAO Security culture Webinar online – 20 November 2021.

By :Alauddin AL ALI Oman Air – Security Department

Contents:



- Introduction.
- Establish or improve security culture in the entities that work in cargo building.
- Security Culture in Cargo building “Applicability, objectives and benefits”.
- Security culture measures applied by cargo entities
- Cargo Security culture and Awareness training.
- Cargo Security Awareness campaign.

Introduction



- Security culture is an organizational culture that encourages optimal security performance. Organizational culture is commonly understood to be a set of norms, beliefs, values, attitudes and assumptions that are inherent in the daily operation of organizations and are reflected by the actions and behaviors of all entities and personnel within those organizations.
- Security culture cannot be considered in isolation from the organizational culture as a whole.
- In aviation sector cargo is one of the important element that face different kind of risks due to the long supply chain to take the goods from the land side to the aircraft in the airside.

Establish or improve security culture in the entities that work in cargo building.



- In order to establish or improve security culture in the entities that work in cargo building , measures should be developed to enhance such norms, beliefs, values, attitudes and assumptions. Those enhancements should aim at furthering the following principles:
 - A) Continuously improve security, encompassing the effectiveness and efficiency of security in mitigating risks.
 - B) Encourage awareness of and alertness to security risks by all personnel and the role that they personally play in identifying, eliminating or reducing those risks. Encourage familiarity with security issues, procedures and response mechanisms.
 - C) Allow the necessary time and make the necessary efforts to comply with security measures, even when under pressure.
 - D) Be pro-active and make decisions autonomously in the event of security occurrence.
 - F) Immediately report occurrences or any suspicious activity that might be security-related.
 - G) Identifying potential security vulnerabilities, deviation from applicable procedures, and solutions; and
 - H) Handle sensitive aviation security information appropriately.

Security Culture in Cargo

“Applicability, objectives and benefits”



- All the entities that work in the cargo building play a role in the safeguarding of civil aviation against acts of unlawful interference, including entities whose activities are not primarily security-focused, should develop and assess measures and mechanisms that may contribute to establishing security culture as an essential aspect of aviation security.
- The establishment of a security culture should assist organizations that work in cargo building in improving their overall security performance through the early identification of potential security challenges.
- Entities that work in cargo should develop methods of measuring the effectiveness of the security culture; which would allow them to evaluate its effect on security and the changes that occur over time.

Security Culture in Cargo

“Applicability, objectives and benefits”



- Security should become an underlying value of the cargo operator, reflected in its management strategies, policies and objectives. Every entity playing a role in aviation security, including those whose activities are not primarily security-focused, should therefore:
 - A) Define the optimization of security as one of the basic goals of the organization;
 - B) Ensure aviation security in the written policies of the organization, constituting an integral part of the company’s management plan; and
 - C) consider security in all processes of the cargo work.

Security culture measures applied by cargo entities



First: Coordination among entities:

Entities working in cargo that playing a role even that with small role in aviation security should establish an internal security committee which will meet on a regular basis to assess the security performance of their organizations and identify priorities and specific measures to improve performance, including measures to promote security culture. The committee should be composed of leaders with enough security knowledge.

The aim of this committee is to identify areas of improvement with a goal of achieving greater security performance. For example, the committee may jointly decide on the conduct and content of security awareness campaigns or agree on the promotion of mutually reinforcing measures.

Security culture measures applied by cargo entities



Second: Internal communication

- Cargo Senior management should ensure that legal obligations and internal guidelines regarding security, as well as the reason for their introduction, are duly communicated to all personnel. A robust internal communication programme contributes to the acceptance and understanding of security measures by all personnel and helps promote the norms, beliefs, values, attitudes and assumptions of the organization.
- In addition, internal communication programmes may greatly assist management in:
 - a) ensuring that all personnel are fully aware of their duties and rights, as well as the reporting mechanisms in place in the organization and vis-à-vis the appropriate authority; and
 - b) promoting a code of practice regarding security, consisting of simple principles guiding staff conduct in their everyday work and during crisis situations.

Cargo Security culture & Awareness training



All personnel of cargo entities involved in civil aviation (regardless of roles or functions) should undergo security awareness training where it is not already part of specific role or function training to ensure that they are adequately knowledgeable in aviation security measures, security objectives and related matters. Such training may be informational or educational, as appropriate. It could also be adapted to the audience, as practicable, and inform on changes in security measures, objectives and related matters

Security awareness training should be delivered to all personnel upon their hiring and may include the following subjects:

- A) Purpose of awareness training;
- B) Briefings on threats and risks to civil aviation and potential consequences in case of insufficient safeguarding or complacency;
- C) Identification of the role that the organization plays in safeguarding against acts of unlawful interference;
- D) Identification of the role of all players in improving the security culture of their organization;
- E) Recommendations for the introduction of measures that may help improve the security culture in the organization;
- F) Procedures for occurrence-reporting mechanisms (i.e. just culture reporting system) and follow-ups; and proper handling of sensitive aviation security information

Cargo Security Awareness campaign



- Cargo Security awareness campaigns may be an efficient mechanism to ensure a continuous and appropriate commitment to security norms, beliefs, values, attitudes and assumptions. Such campaigns, when conducted frequently, may also assist cargo management in ensuring that all personnel remain alert, do not become complacent, and continue to adhere to their cargo security culture.
- Cargo Security awareness campaigns may be in the form of:
 - A) flyers and posters highlighting the importance of specific security measures. Management should solicit the assistance of personnel in disseminating flyers and posters to the rest of the organization to demonstrate a common commitment to security measures. These publications should not provide any details of security measures in place if the general public may have access;
 - B) Walk-in exhibitions and workshops gathering all types of personnel, including management, to help better understand the importance of security in the organization and the reasons for the measures in place;
 - C) Regular briefings, which allow for continuous awareness of security measures;
 - D) E-learning tools; and
 - E) Internal communication platforms such as intranet, newsletters, brochures and videos



Conclusion