




ICAO **AVSEC2018**

2nd Global Aviation Security Symposium

Montréal, Canada | 26-28 November 2018



Part V

Interactive Exercises

#AVSEC2018



Airport X Case Study

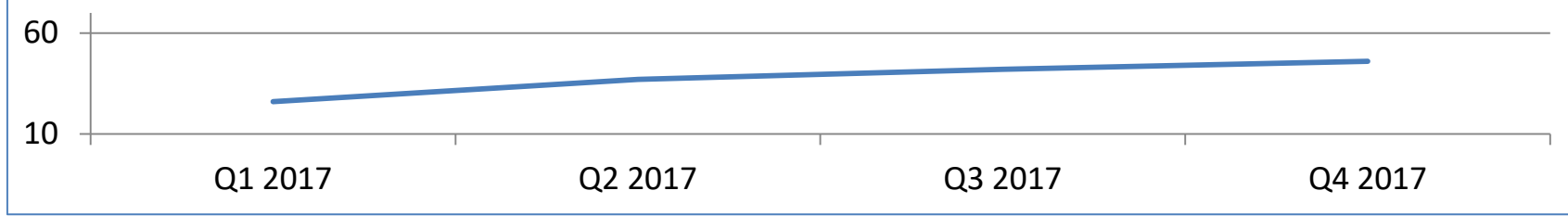
- This is a fictitious airport case study;
- The aim of this session is to provide delegates with a **practical** understanding on how security culture can be successfully implemented across their organisation;
- The session will be interactive & will require participation from all delegates;
- Please work your in the syndicate group you have been assigned to during the group exercises.

 Airport X
Case Study*Problem*

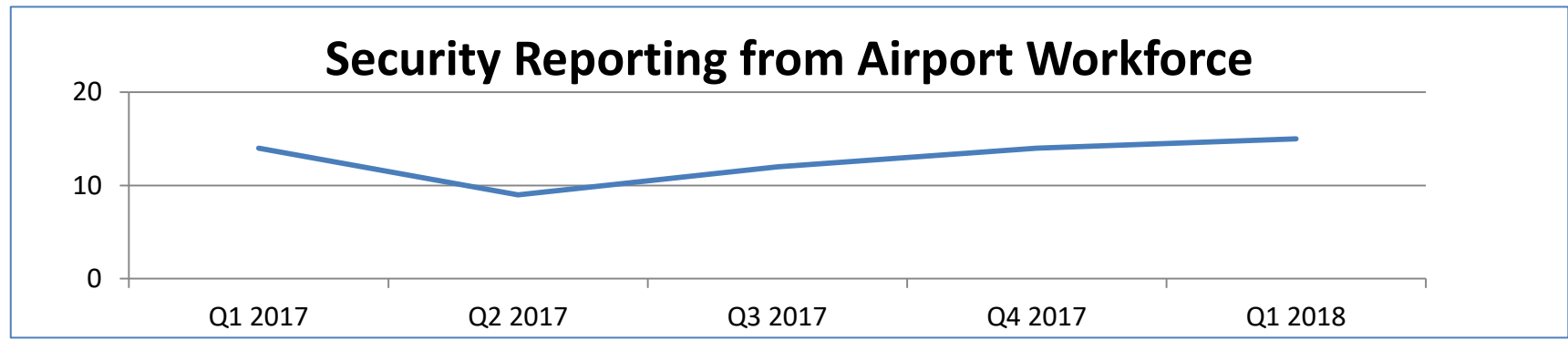
*Statistics indicate an **increase in breaches of pass holders not displaying their airside pass whilst airside.** The statistics also indicate that **security reporting from the wider (non-security) workforce remains low.***

Airport X Case Study

Non Display of Passes whilst Airside



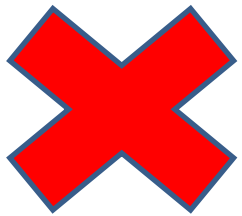
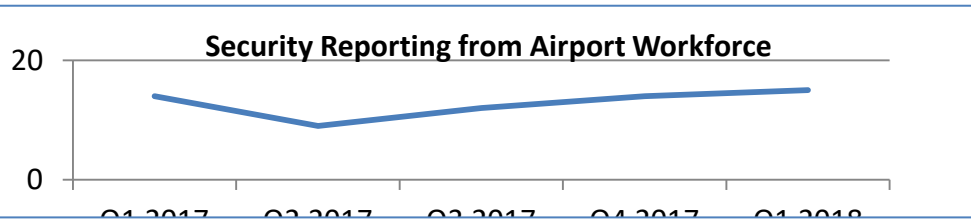
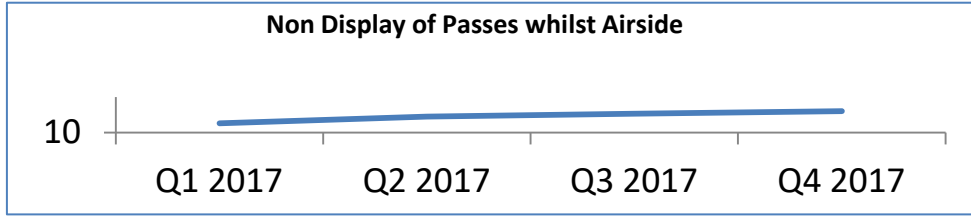
Security Reporting from Airport Workforce



Airport X Case Study

Security Manager – further actions to address these issues

- Reporting of statistics at the **Airport Seniors ‘Quarterly Action Group’**



No Endorsement received from Board on Security Managers initiatives
- To be put on Agenda for next Meeting in four months time.....

Airport X
Case Study

THREAT ASSESSMENTS



Terrorists plotted to blow up Australian aeroplane, says PM Malcolm Turnbull



MailOnline

Heathrow Airport security officer who helped smuggle 22lbs of cocaine with a street value of more than £1.2million into Britain to help fund his gambling addiction is jailed for 13 years

- Security guard in plot went into work in his uniform after calling in sick
- He was caught by National Crime Agency, who found evidence of previous plots
- Guard is handed 13-year jail as courier and fellow drugs plotters are also jailed
- Judge says guard 'betrayed his employers' to fund a gambling addiction

 Airport X
Case Study

Group Exercise 1

The Security Manager has been given 20 minutes of Airport X's Board Level Agenda time. In your groups discuss and consider what the security manager should include in his brief to obtain board level buy in, relating to the issues he has previously raised i.e. lack of worker vigilance across the airport.

Write up on the flip charts the key points you intend to raise. A spokesperson from each group is to feedback to the group.

 Airport X
Case Study

Security Manager's Plan to seek Senior Level Buy In & Commitment

- Provide an Aviation Threat Briefing – Government Authorities;
- Update on personnel security breaches and current workforce security reporting figures;
- Reinforcing **FINANCIAL, OPERATIONAL & REPUTATIONAL** damage – using industry examples;
- Provides a draft strategy on how to develop Security Culture across Airport X;
- Explaining how Board need to support the development of security culture for it to be a success;
- Seeking an Executive Champion to maintain oversight of work.

Airport X
Case Study



 Airport X
Case Study

Group Exercise 2 (10 Mins)

In your syndicate groups, consider what would be the next steps for the Security Manager in developing security behaviours across the airport.

*Write up on the flip charts the key points you intend to raise.
A spokesperson from each group is to provide feedback.*

Airport X
Case Study

Security Manager – Developing the plan

Stakeholders



Baselining



Drafting Strategy



Airport X
Case Study

Group Exercise 3 (10 Mins)

Consider which airport stakeholders the Security Manager should engage with to help support implementation of a security behaviour plan across the airport.

Write up on the flip chart key stakeholders identified.

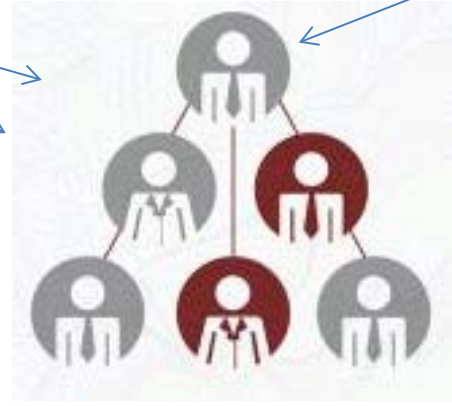
Airport X Case Study

Stakeholders Identified & initial meeting held.

Chief Operating Officer
Accountable Senior

Stakeholders included;

- Airport X Security Manager
- Airport X Commercial Manager
- Airport X Comms Manager
- Airline Operator Committee Lead
- (who chairs Airline Operators Meeting)
- Airport Operators Committee Lead (who chairs Landside Entities Meeting)
- Cargo Rep
- In Flight Supplies Org's





Airport X Case Study

Stakeholders Identified & initial meeting held.

2. IDENTIFY YOUR MOST VALUABLE ASSETS

Identify which assets are critical to your business success, competitive advantage and continuing operation. These will include people, products, services, processes, premises and information.

Look beyond your organisation to suppliers and contractors. Establish a full and accurate picture of the impact on your company's reputation, share price or existence if sensitive internal or customer information were to be lost or stolen.

- People
- Products & Services
- Processes
- Premises
- Information

3. IDENTIFY THE THREATS

Identify the security threats to your most valuable assets. Threats are diverse and may exist in physical or cyberspace, and may change over time.

Consider information sharing exchanges with other companies to help identify emerging threats and to learn from others. Work on the premise that you and your peers are also likely to be key targets.

- Espionage: Commercial
- Espionage: State-Sponsored
- Terrorism
- Extortion
- Fraud
- Deliberate Disruption
- Theft (e.g. IT)
- Sabotage



Airport X Case Study

High Priority

Recognising & Reporting Suspicious/ unusual behaviour – Workforce Vigilance

Airport seniors displaying good security behaviours

Escorts fulfilling responsibilities when escorting visitors airside

Clear Display of Airport ID

Personnel being responsible for 'tools of the trade' items

Timely reporting of lost Airport ID's & Organisational Items

Legitimate Pass Usage

Desirable

Essential



Online Profile for workers in security positions

Workers accessing restricted access areas to prevent tailgating & door fully closes

Security Staff not sharing sensitive information on security processes/capabilities

Vigilant and identify a socially engineered attack

Acting as a role model for standards of security required of workforce.

Workers ready & compliant with 100ml rule when going through security

Use of Work devices for business purposes

Effective password security

Effective IT Security Practices

Low Priority

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I can't challenge someone senior to me who isn't complying with security protocol"

Consequences – "What if I get it wrong? Will I be in trouble for wasting the Airport Security's time?"

Factors inhibiting good security behaviours surrounding Lack of vigilance

"If I do see something I don't know who or how to report it"

Current Lack of Education on Threat & Training

Lack of knowledge / communications

Lack of time to think 'security' – everyone is busy in their role.

Those in non security role – "Isn't this why we have security/police personnel?"



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Existing Implementations

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Group Exercise 4 (10 Mins)

In your syndicate groups consider a shared goal / mission statement (and security tag line) for Airport X. Consider how it can be aligned to Airport X's business goals, how security can be made to feel relevant by all workers and articulate security as a core value.

A spokesperson from each group is to feedback discussion ideas.



Airport X Case Study

Intervention – Introduction of Airport X Security Policy

AVIATION SECURITY POLICY

The primary objective of Airport X is to assure the protection and safety of passengers, crew, ground personnel, third parties based at the airport, the general public, aircraft and facilities serving civil aviation, against acts of unlawful xxxxxxxx

Responsibility for implementing the aviation security policy rests with all persons who work at Airport X. In addition, the Accountable Manager (Chief Operations Director) has the following specific commitments to;

- A) A continuous improvement programme which consistently monitors and reviews security performance;
- B) Provide appropriate resources, assign clear responsibilities within the security team and ensure adequate training is provided;
- C) Enforce security awareness as the responsibility of all personnel within Airport X;
- D) Include Security reporting procedures and whistleblowing arrangements;
- E) Promote a positive security culture

The Accountable Manager will endorse this policy and shall;

- A) Identify security as a high organisational priority mutually supportive of commercial and operational priorities;
- B) Reflect organisational commitments regarding security;
- C) Be communicated, with visible endorsement, throughout the Airport;
- D) Be periodically reviewed to ensure it remains relevant and appropriate to Airport x.

AIRPORT XXXX

Chief Operating Officer
Signed Mr Chief Operating Officer
November 2018

Who?	Embedding Behaviour (5 E's)
All Airport Workers	ENDORSE <i>Security Manager (working closely with COO) writes the policy which is signed at bottom by COO.</i>
	EDUCATE <i>The Policy clearly articulates what the COO is committing to, the objective of the policy, how the policy will be met (and crucially the message that responsibility for implementing the policy rests with all persons working at Airport X)</i>
	ENABLE <i>Whilst the policy doesn't define behaviours required of Airport Workers it clearly states the Airport's commitment (through sufficient security training and communications) and instils an understanding that everyone should be playing their part towards security at the airport.</i>
	ENCOURAGE <i>The Policy educates workers that the policy can only be successful if all workers play their part in contributing to security. Visibility of the Policy through display across the airport will remind workers of the Airport's commitment & the role they need to play for the policy to be effective.</i>
	EVALUATE <i>After 3 months in situ conduct interviews with workers to check understanding / awareness of the policy? Has their been any increase in reports?/reduction in breaches?</i>

 Airport X
Case Study

Group Exercise 5 (15 Mins)

Using the ICAO Security Toolkit consider what interventions can be applied to help deliver successful behavioural change to improve worker vigilance and non-display of passes (whilst airside).

A representative from each group is to feedback.

Once the interventions have been agreed, Use the 5 E's principles to develop a successful implementation plan. Consider when you will implement each. Don't forget to consider how you intend to evaluate each intervention.

Airport X
Case Study

Developing the plan.....

Intervention	How	Who	When	Task Owner
Aviation Security Policy	Week 1	All Staff	Signing HR forms	HR Department of Airport entities
	Recruitment Stage	All Staff	Promoted on corporate website	HR Department
	On Airport Intranet	All Staff (access)		Comms Team
	On Staff Display Boards	All Staff		Facilities Management (inspected by Security Compliance Manager)

The banner features a blue background with a white suitcase on the left and a blue suitcase on the right containing various items like a laptop, a camera, and a power bank. Two white arrows point towards each other in the center.

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Evaluation

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