Session I

Introduction
Opening of the Security Culture Seminar

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Security Culture Seminar

• **Security Culture and Human Capability** – One of the Key Outcomes of the GASep.

• Fully supported by ICAO WGT of the AVSEC Panel who have developed this Seminar in collaboration with ICAO Secretariat.

• Importance of establishing and maintaining a **strong and robust security culture**, alongside the development of human capital, skill and competency.

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Security Culture Seminar

• Security Culture in an organization is an essential component of a protective security regime.

• Security Culture supports and maintains a risk-resilient organization, that mitigates both insider threats and external threat.
Security Culture Seminar

• Include presentations and interactive group exercises led by UK subject-matter expert.

• Participants will have the opportunity to:
  
  - understand what is necessary to build a security culture and the benefits of implementing and maintaining it.
  
  - Learn and share best practices to develop behaviour change campaigns.
  
  - Understand the tools to implement a positive security culture.
Security Culture Seminar

• I – Introduction
• II - Understanding what is Security Culture
• III - Benefits of an effective Security Culture
• IV - Project Plan and implementation
• V - Interactive Exercises
• VI – Conclusions by the Rapporteur of WGT of the AVSEC Panel
Session II

Understanding What is Security Culture
What is Security Culture?

• Largely unconscious
  – “Just the way things are done around here”

• No “one size fits all”.

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What is Security Culture?

An organisational culture that encourages optimal security performance through a set of norms, beliefs, values, attitudes, and assumptions.

These norms, beliefs, values, attitudes, and assumptions determine how people are expected to think about and approach security.
The Security Culture Iceberg

Behaviours
Dress code
Environment
Policies and procedures
Attitudes
Motivations
Beliefs
Values
Strategic Styles
Section III

Benefits of an effective Security Culture
Why assess Security Culture?

- **People** help keep your organisation secure (alongside buildings and IT systems).
- **The landscape has changed** – working practices, technology, threats.
- **The security behaviours and practices** we need staff to demonstrate may have changed.
- **Organisational approaches**, processes and activities may require change to help support employees with being security savvy.

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Why is Security Culture important?

- Cross context – physical, cyber, personnel – “holistic”
The Insider Threat
Metrojet Flight 9268 – Oct ‘15

ISIS Publishes Photo of Purported Russian Jet Bomb

2 Airport Workers Held Over Metrojet Bombing

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The Insider Threat
Daallo Airlines
Feb ‘16
Aviation Industry – Example

Heathrow fined for USB stick data breach

Heathrow Airport has been fined £120,000 by the Information Commissioner’s Office for “serious” data protection failings.
The External Threat – Assessing state of security from a hostile’s perspective....
Essential Ingredients for an effective Security Culture

- Communication & awareness of risks
- Clear roles in security
- Supportive Processes
- Clear guidelines & procedures
- Personal ownership/senior sponsorship
- Incentives/Enforcement
- Reporting and challenging
Attaining a strong security culture that is fit for purpose rests on a good understanding of what risks the organisation faces.

- Risks must be properly understood at all levels of the organisation (e.g. board).
- Staff undertake awareness training to develop awareness of risks.
- Understanding risks helps to educate people as to why security is important to them and their organisation.
Essential Ingredients for an effective Security Culture

- All staff should take ownership and responsibility for their role in security
- Staff should be proactive and make decisions autonomously in the event of security occurrences
- Appropriate senior leaders and managers should visibly endorse security initiatives

Personal ownership /senior sponsorship
In order to act as part of the security function, staff must understand clearly what their roles and responsibilities are in relation to security.

- Clear guidelines and policies that are embedded in training
- Consistent application of security responsibilities that are properly enforced.
To promote the desired security culture there need to be clear enforcement and inventive mechanisms for security behaviours

• Deliberate or malicious security breaches must be dealt with consistently

• Careful consideration of how accidental security breaches are handled – a clear and consistent policy
In order for security processes to become embedded into culture there must be clearly defined procedures that are well researched (e.g. consultation with staff), and applied organisation wide.

- Apply policies consistently, organisational wide
- Make the policies accessible and available
- Consider channels for how policies might be changed in response to feedback
Essential Ingredients for an effective Security Culture

Reporting and challenging

Reporting mechanisms are a key part of a strong security culture – reporting helps to understand what is going on in security. A strong culture also supports peers challenging one another when security processes are broken/ignored.

- Design reporting mechanisms that are easy to use, and reinforce reporting behaviour (e.g. feedback, visible acknowledgement of the value of reporting)
- Cultivate an atmosphere where it is acceptable to challenge people on their security (easier said than done!)
Security processes should be designed with normal business processes in mind so that they help rather than hinder

- Security is sometimes seen as obstructive; design systems so that they work more effectively with other business needs (e.g. delivery pressure, work demands (Heathrow example))
  - Must allow necessary time to comply with security measures
  - Foster critical thinking regarding security and in identifying potential security vulnerabilities
- Shape the environment to enable staff to enact security behaviours (e.g. enough storage lockers for personal possessions)
Insider Threat Mitigation Framework

- Board Engagement & Governance
- Insider Threat Practitioners / Stakeholders
  - Role Based Security Risk Assessment
    - Pre-Employment Screening
    - National Security Vetting
    - Security Education & Training
    - Physical & Technical Measures
    - Policies, Guidelines, Procedures
    - Monitoring & Review
  - Communications
    - Investigation & Disciplinary
    - Security Culture

Continuous improvement

*Operational Requirements

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ICAO Tool Kit

TOOLKIT ON ENHANCING SECURITY CULTURE

A joint action of the Global Aviation Security Plan (GASP), as adopted by the Council of ICAO, on 10 November 2011, to develop Security Culture and Human Capabilities. This document, created by the Aviation Security Panel of Experts, Working Group on Training, seeks to build and promote positive security culture by providing States and Industry with a toolbox of best practices.

Introduction
What is Security Culture?

Security culture is a set of norms, beliefs, values, attitudes and assumptions that: enhance the day-to-day operation of an organization and who are influenced by the actions and behavior of all workers and personnel within the organization. Security should be everyone’s responsibility - from the ground up. Effective security cultures are achieved:
• Training that effectively engages all levels of personnel;
• Developing and upholding an appreciation of proactive security practices among employees;
• Aligning security with business goals and;
• Embedding security as a common value rather than as an obligation or a burdensome affair.

Benefits
The benefits of an effective security culture include:
• Employees as engaged, informed, and take responsibility for security issues;
• The organization is able to plan and prepare for rippling impact of security anomalies;
• The organization is able to react to security challenges;
• Employees are more likely to identify and report behavior indicative of concerns;
• Employees feel a greater sense of security and;
• Security is integrated and blended for large organizations.

ICAO
Embedding Security Behaviour Change

www.cpni.gov.uk
The 5 E’s framework

- Educate why
- Enable how
- Shape the Environment
- Encourage the action
- Evaluate the impact
Complex sites......

- Ground Handling Staff
- Inflight Supplies X
- Airline X
- Inflight Supplies Y
- Airline Y
- Airport Transportation
- Airport Retail
- Airport Employees
- Airport Cargo X
- Airport Cargo Y
- Airport Food & Beverage X
- Airport Car Parks
- Airport Employees
- Airline x
- Airline Y
- Facilities Staff
- Aircraft Technicians
- Law Enforcement
Optimising People In Security
- Opportunities & touchpoints

Employee ‘Journey’: multiple opportunities to deliver key security messages
Section IV

Project Plan Implementation
PROJECT PLAN – Implementation

Understanding your requirements

Defining the aims and objectives of the security culture improvement plan (strategy planning workshop)

Creating the security culture mission statement and strategy (to include identifying the key messages to present to employees)

Developing an implementation plan (workshop to map out a timeline of activity)

Evaluating the impact (identifying key performance indicators and taking measures pre and post the implementation activity)

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Security Culture - Airport Example

YOUR LONDON AIRPORT

Gatwick
Airport Security Governance

Leadership & Management Commitment

Performance Data

Stakeholders

The “Gatwick Family”

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Airport Values

DELIVER BETTER TOGETHER

DELIVER GREAT SERVICE EVERY DAY
Approachable Proactive Energetic

BE BETTER THAN THE REST
Challenging Innovative Pace

WORK TOGETHER AS ONE TEAM
Integrity Respect Accountable

Clear objectives – measured & tracked

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Community Education

GOING STRONG

Welcome to Gatwick Airport
Everything you need to know about working here
YOUR LONDON AIRPORT
Gatwick

Your Magazine

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Community Engagement

Voice of the Employee Survey

“Heads Up” Walkabout

Any Clever Exciting Suggestions “ACES”

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Employee Recognition

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If you see something, say something

What is Suspicious Activity?  About the Campaign  Become a Partner  Campaign Materials  Take the Challenge

If You See Something, Say Something Awareness Day

#WhyIdSeeSay

for everyone.

MY TEAM

my school

family

my friends

COMMUNITY

If you see something, say something™

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20 mins break

Airport Security DVD to be played

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Session VI

Conclusion

Closing of the Security Culture Seminar

An De Lange
Chair of the ICAO Working Group on Training
Next Steps

• A strong security culture is **important** – focus of the GASeP and the High Level Conference

• Do use the knowledge and best practices learnt to **promote** a positive security culture back home

• Challenge yourself to change behaviours: develop an Action Plan or organise a Campaign to **implement** a strong security culture

• The **Security Culture Toolkit** can help