Security Management Systems

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Security, Americas

To represent, lead and serve the airline industry
Our mission is to represent, lead and serve the airline industry.
Overview

- IATA
- Re-thinking security – SeMS
- Industry’s approach to GASeP and IATA’s Regional Security Strategy
- SeMS and transferability to States and airports
- Case study (if required)
Global footprint
Global development, Regional delivery

- 290 airlines
- 400+ Strategic Partners
- 82% of scheduled commercial traffic
- 1,500+ employees
- 54 offices
Regional Representation

- WAS Office: Focus on Advocacy
- 10 Country Offices
- MIA Regional Hub
UN SC Res. 2309

- Affirms that all States have the responsibility to protect the security of citizens and nationals of all nations against terrorist attacks

- Calls upon ICAO leadership in the compliance of standards and works with States to enhance the implementation of aviation security measures

- Request international security standards to be reviewed, updated and adapted to meet the evolving nature of the threat

- ICAO is taking this forward in the Global Aviation Security Plan (GASeP)

- IATA developed a Regional Aviation Security Strategy
Re-thinking Security: SeMS

Traditional view of security:

- Lack of communication and cooperation
- Security Sensitive Information (SSI)
- Seen as imposed by external parties, rather than integral part of business
- Compliance driven
- Reactive (layer on top of layer)
- Conservative by nature
Airlines’ relevance to GASeP

“sustainable, effective resource allocation, meeting shared objectives and a promotion of a security culture”

- Acknowledge ICAO’s lead and State’s coordinating role
- 1/3 of the GASeP tasks have direct or indirect industry involvement
- IATA’s Security Strategy aligned to GASeP and SeMS driven
- Actively encourage partnerships and collaboration – stronger together
- Opportunity to improve effectiveness, efficiency, and encourage a risk-based approach that is outcome focused
IATA Security Focus Group for the Americas (SFG)

- All airlines operating in the region
- Established November 2017
- Regional voice, regional issues, global influence
- Emphasis on Central, Caribbean & South America
- Formulate risk context statement for the Americas
- 10 main activities - 4 prioritized
### Our flight paths are aligned…

<table>
<thead>
<tr>
<th>1. Enhance risk awareness and response</th>
<th>2. Develop security culture and human capability</th>
<th>3. Improve technological resources and foster innovation</th>
<th>4. Improve oversight and quality assurance</th>
<th>5. Increase cooperation and support</th>
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<tbody>
<tr>
<td>Risk-based approach to the effective and adjustable protective security framework</td>
<td>Capacity building in support of mutual recognition of effective security systems</td>
<td>Next Generation Security – cost and efficiency</td>
<td>Implementation of aviation security standards</td>
<td>Increase information sharing activities with industry</td>
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<td>1. Monitoring regional threats, challenges and opportunities</td>
<td>2. Adhering to risk based methodology to manage risk</td>
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**GASeP Americas**

Our flight paths are aligned…
IATA on SeMS

We already have SeMS
SeMS is mandatory for all IATA Members (and IOSA)

...So what we can do more/better?

- SeMS represents an organizational competence in security (same as SMS in safety)
- SeMS integrates security into the business and operational bloodstream of the entity
- SeMS needs to be supported by the healthy Corporate culture to achieve acceptable security performance
Core Elements of IATA’s SeMS

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<tr>
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<th>Aviation Security Program</th>
<th>Emergency &amp; Incident Management (Resilience)</th>
<th>Resource Management</th>
<th>Senior Management Commitment</th>
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<td>Quality Control &amp; Assurance</td>
<td>Threat Assessment &amp; Risk Management</td>
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Diagram:
- SEMS
- Quality Control & Assurance
- Threat Assessment & Risk Management
- Aviation Security Program
- Emergency & Incident Management (Resilience)
- Resource Management
- Senior Management Commitment
SeMS is transferable to States / Airports

- Standardized structure (systems approach) – uniform standards and implementation
- Verification of regulatory compliance via Quality Assurance (QA)
- Risk assessments throughout the process – proactive security instead of traditional reactive / prescriptive procedures
- Reporting (just culture)
- Sets out accountabilities and responsibilities
- Shared security measures across an organization
- Efficient, cost-managed and accurate controls in place (oversight)
Core Elements of Australia’s SeMS

Figure 1 SeMS Security Requirements

- Executive Commitment
  - Security Policy
  - Security Manager
  - Responsibility and Accountability

- Measurement, Analysis and Improvement
  - Performance/Monitoring and Analysis
  - Audit and System Testing
  - Reporting
  - Corrective Actions

- Risk and Resilience
  - Threat Identification
  - Vulnerability Identification
  - Risk Assessment and Mitigation
  - Monitoring and Review
  - Response Planning and Incident Investigation
  - High Alert Events
  - Business Recovery

- Management
  - Human Resources
  - Contract Management
  - Equipment Specification & Maintenance
  - SeMS Procedures and Documentation
  - Training and Education
  - Communication
Core Elements of the UK’s SeMS
SeMS benefits

Quantitative and qualitative benefits:

- Improved resource allocation (increased efficiency)
- Improved flexibility to meet demands
- Leadership driven: Strategic, proactive and enlightened approach
- Outcome focused, rather than rigid compliance
- Enhanced quality assurance / Continuous improvement
- Contingency planning
- Increases security awareness
- Security becomes an integral part – fabric and culture of an organization
- Positive security culture
Security Culture

- Reflection of real commitment
- Acquired as an outcome of combined organizational, professional and cultural circumstances
- It is what people believe about the importance of security

How people and organization behave when no one is watching
Airline observations applicable to any entity

- How to implement new airline vs. existing airline
- Reverse engineering / manuals, SOPs, accountabilities
- Management buy-in / resources
- Role of security action group within the SMS
- Culture and communication
- NCASP / SP / and SeMS
- Accountability / responsibility
- Risk assessment
- Incident response
- Training
Working to enhance global aviation security with our partners

Thank you

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