



Security Culture

Security Culture is a set of norms, beliefs, values, attitudes, and assumptions that are inherent in the daily operation of an organization and are reflected by the actions and behaviours of all entities and personnel within an organization



Slide Instructor Notes:

Present slide with the definition of the security culture from the ICAO Security Culture Toolkit:

- *Security Culture is a set of norms, beliefs, values attitudes, and assumptions that are inherent in the daily operation of an organization and are reflected by the actions and behaviours of all entities and personnel within the organization.*

Security culture is important to an airport's operations because an airport could have the best written security plan and newest technology. However, if there is not an accompanying security culture, then security may not be a priority and there may be issues with the implementation and effectiveness of aviation security programmes and countermeasures.

Effective security culture is about:

- Recognizing that effective security is critical to business success;
- Establishing an appreciation of positive security practices among employees;
- Aligning security to core business goals; and
- Articulating security as a core value rather than as an obligation or a burdensome expense.

A security culture is a type of organizational culture that encourages optimal security behaviour and it is reflected by the actions of those within the organization. Security is everyone's responsibility. All personnel within an organization play a role- directly or indirectly- and contribute to the overall security of an organization. Having an effective security culture is reflected by their understanding of threats to the airport, and how then can help to protect the airport and contribute to aviation security.

Having an effective security culture not only provides a robust counter-terrorism stance, it helps to reduce crime and other disruptive incidents (deterrence factor).



Elements of a Security Culture

- Positive Work Environment
- Training
- Leadership
- Understanding the Threat
- Vigilance
- Reporting Systems
- Incident Response
- Information Security
- Measures of Effectiveness



Slide Instructor Notes:

Present the slide and briefly touch on the key elements of a security culture. Remind the class that more detail can be found in the ICAO Security Culture Toolkit.

- **A Positive Work Environment** drives and facilitates a positive security culture, with staff who know what security behaviours are expected of them. There is also an organized and systematic approach to managing security.
- With **Training**, staff will have the knowledge, skills, and capability to practice good security.
- **Leadership** is imperative to an effective security culture. Managers and leaders, at all levels, lead by example and support staff in implementing good security.
- Equally important is **Understanding the Threat** to global aviation, where all staff understand the nature of threats they and their organization face.
- In implementing a security culture, **Vigilance** is key. All staff should feel able to challenge those who are not complying with security policies and procedures, and are able to identify and note suspicious behaviour.
- To complement vigilance, **Reporting Systems** must be in place so that staff know how to respond and who to contact in the event of an incident or suspicious behaviour.
- **Information Security** is also important to ensure sensitive information is maintained securely.
- And finally, **Measures of Effectiveness** are necessary to both record incidents and act as a foundation for improvements to security policies and procedures.

If effective security culture is in place:

- Staff will possess the knowledge, skills, and capability to practice good security;
- Unintentional security lapses and breaches are less likely to happen;
- Employees are less vulnerable to social engineering;
- Employees become 'eyes' and 'ears' to help identify concerning behaviour; and
- The insider threat is reduced.