RISK INSIGHTS

The Jamaica Civil Aviation Authority's Risk Management Newsletter **VOLUME 4 | JULY 2021**

2021 THE YEAR OF SECURITY CULTURE



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- 2. Security insights from Althea Bartley
- 3. The evolution of aviation security 1944-2021
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The JCAA joins ICAO as we recognise 2021 as the year of security culture.
We examine the "Evolution of the security threats to civil aviation "



TAKE THE JOURNEY

The Evolution of Aviation Security Threats

Travel with us ...

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critical importance to the future of civil aviation and to the international community at large are the measures taken by ICAO to prevent and suppress all acts of unlawful interference against civil aviation throughout the world.

The Global Aviation Security Plan (GASeP) provides guidance for priority-setting at the international, regional and State levels. It creates a framework within which ICAO, States and stakeholders can work together to meet shared objectives.

Additionally, the GASeP supports ICAO's No Country Left Behind initiative to address common challenges, and it guides efforts to jointly further enhance aviation security. One of the five priority actions of the GASeP is to develop security culture and human capability.

"The promotion of effective security culture is critical to achieve good security outcomes.

A STRONG SECURITY CULTURE MUST BE DEVELOPED FROM THE TOP MANAGE-MENT ACROSS AND WITHIN EVERY ORGANIZATION. The existence of a well-trained, motivated and professional work-force is a critical prerequisite for effective aviation security".

BACKGROUND

The Resolution 40-11 was adopted by the 40th Session of the ICAO Assembly. It requested ICAO to continue work on the development of tools to enhance security awareness and security culture, making it a priority and designating 2020 as the Year of Security Culture (YOSC).

With the COVID-19 pandemic severely impacting aviation in 2020, the ICAO Council decided to extend the YOSC to 2021.

2021 will commemorate the 20th Anniversary of 9/11 the worst acts of unlawful interference in the history of aviation. The importance of understanding the threat to aviation and promoting best practices in security throughout all aviation operations is therefore imperative.

INTRODUCTION

AIMS & OBJECTIVES

The ICAO Year of Security Culture (YOSC) aims to:

- Raise security awareness and promote a positive security culture in aviation operations across the world.
- 2. Encourage the aviation industry to think and act in a security conscious manner.
- 3. Promote an effective and sustainable security culture as a critical core value.
- 4. Encourage and facilitate the enhancement of security behaviours and practices, focusing on the principle that security is everyone's responsibility from the ground up and top-down.

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 reflected by the actions and behaviours of Team Members within the organization.

States. the United **Nations** and family, International Regional Organizations and industry are encouraged to support and promote the YOSC. All are also encouraged to support the implementation and delivery of practical culture events security initiatives throughout 2021, and beyond, in aviation operations.

FEATURES OF A GOOD SECURITY CULTURE

- Team members are engaged and accept responsibility for security issues
- 2. Team Members think in a more security conscious manner
- 3. Compliance improvements
- 4. Reduced risk of security incidents
- 5. Employees feel more secure

ICAO 2021 | Security is everyone's responsibility

SAFEGUARDING CIVIL AVIATION AGAINST ACTS OF UNLAWFUL INTERFERENCE.

This objective is achieved by a combination of measures and human and material resources (Annex 17).

AVIATION SECURITY



ACTS OF UNLAWFUL INTERFERENCE





OF AN AIRCRAFT INFLIGHT OR ON THE GROUND



AIRCRAFT IN SERVICE



HOSTAGE-TAKING ON BOARD AN AIRCRAFT OR ON AERODROMES



FORCIBLE INTRUSION
ON BOARD AN
AIRCRAFT, AT AN
AIRPORT, OR
AERONAUTICAL
FACILITY



WEAPONS OR
HAZARDOUS DEVICE
INTENDED FOR
CRIMINAL PURPOSES
INTRODUCED ON
BOARD AN AIRCRAFT,
OR AT AN AIRPORT



USE OF AN AIRCRAFT IN SERVICE FOR THE PURPOSE OF CAUSING DEATH, SERIOUS BODILY INJURY, OR SERIOUS DAMAGE TO PROPERTY OR THE ENVIRONMENT



COMMUNICATION OF FALSE INFORMATION SUCH AS TO JEOPARDIZE THE SAFETY OF AN AIRCRAFT, CREW, GROUND PERSONNEL OR THE PUBLIC



Source: Unspla





Captain Althea Bartley
Manager, Aviation Security & Facilitation

Security is not my responsibility....

Are you sure?

Do you lock your gate at night? Do you have grill on your windows and doors? Do you have an alarm on your car? Do you tell your doors to children not to open the strangers? Do you have a dog for security? Are you aware of your surroundings when you are entering and exiting your home? Do you secure your handbag under your arm for extra security? Why do you implement any combination of those personal security regimes...because you know the threat of an armed robbery, theft, assault, kidnapping is probable. You have, therefore, adopted a regime security part your

security culture.

Just as we adopt security regimes as individuals, we must also adopt a security culture as a member of the JCAA Team. Why?

Let us not forget that 4 Winchester Road is not just our Corporate Head Office. It is also a vital air navigation facility that enables critical air navigation services.

It accommodates infrastructure that, among other things, under normal circumstances, safely supports an average of just under 400 aircraft movements per day within Jamaica's airspace.

THREATS TO AVIATION

The threat to the aviation industry can present itself in several ways, and to remind us of the myriad threats, the International Civil Aviation Organization (ICAO) has dedicated the Year 2021 as the Year of Security Culture. This year, the 20th Anniversary of 9/11 will also provide a good opportunity for reflection on how aviation security has evolved and strengthened over the years. We will refocus on the threats to the aviation industry. This means more than just acts of terrorism, such as hijacking and aircraft bombings.

The considerations must also include border

AVIATION SECURITY

security threats - transnational crimes like narco-trafficking, human-trafficking, arms -trafficking and the trafficking of animals, cyber-crimes and insider threats. Unfortunately, for our industry, many may take the stance that security is the responsibility of the security guard, security manager, or that aviation security is a term to be associated with the inconveniences of passing through a screening checkpoint to board a flight. Some may hold the sentiment that "Jamaica don't have terrorists so why all this fuss about security?" Are you sure we have no terrorist? Is terrorism the only threat we need to consider? In the last edition of JCAA's Risk Insight Newsletter we were reminded of the impact of the lightning strike to our people, infrastructure and the aviation community. Would an act of sabotage have the same effect?

VULNERABILITIES AT HEADQUARTERS

Just a few weeks ago on May 10, 2021, there was a running gun battle between police and armed assailants one block from our Corporate Headquarters and Air Navigation Facility. One armed assailant managed to escape in the crossfire. What would have happened if in navigating his escape he ended up at 4 Winchester?

We are not at the airport, why the need to build an effective security

supporting culture? Why apparatus and can't we "kotch" the grill so that we do not have to swipe access to get in? Why, if I have left my JCAA ID card at home, can't my co-worker just let me in? Why must I escort a visitor, can't they just find their way? A key air navigation facility is within our midst. This facility is a critical enabler for the provision of safe air navigation services, normally generating billions in direct income and supporting Jamaica's vital tourism industry and the wider economy for more indirect impact. We cannot therefore, afford a lacklustre security culture. There is a probable threat against our aviation industry. Let us do our part. Just as we adopt a personal security regime in our daily lives to deter and detect any criminal activity, we must all take a similar, deliberate stance to deter and detect any unlawful activities which may interfere with civil aviation.

As a contributing team member within the Jamaica Civil Aviation Authority which has overall responsibility for providing air navigation services and regulatory oversight to the aviation industry I encourage you, no, I challenge you to adopt a Security Culture and to be active in it, as we lead the aviation industry in this Year of Security Culture. This year, if you are not already, we would like for you to become an active member of the JCAA security community. Team Members across the Authority...Finance, Human Resource, Office Management, Economic Regulation, Property Management, Air Traffic Management or Flight Safety.

Security is Everyone's Responsibility.

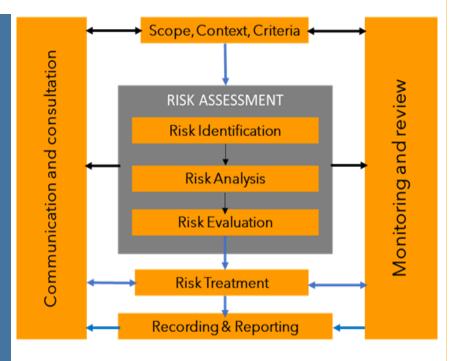
RISK ASSESSMENT

RISK ASSESSMENT

Risk assessment is part of the risk management process. It is the overall process of:

- 1. risk identification,
- 2. risk analysis and
- 3. risk evaluation.

Risk assessment is best completed when conducted systematically, iteratively, and collaboratively, drawing on knowledge and views of stakeholders.



JCAA's Risk Management Process

1. RISK IDENTIFICATION

The purpose of risk identification is to find, recognize and describe risks that might help or prevent the JCAA from achieving its objectives

2. RISK ANALYSIS

The purpose of risk analysis is to comprehend the nature of risk, its characteristics, and the level of risk. It helps to determine risk management priorities.

3. RISK EVALUATION

The objective of Risk Evaluation is to determine the required actions or risk response. It seeks to ensure that risks are managed in accordance with the established risk criteria.

According to ICAO Doc 10108, the continuing threat of terrorism to the global aviation system is most effectively managed by identifying, understanding and addressing the potential risks to and from civil aviation, including the transportation of passengers and goods (baggage, cargo, and mail). The identification of risks permits Member States to determine and implement proportionate measures and controls to mitigate appropriately against each risk type. To assist Member States in this process, the Aviation Security Global Risk Context Statement (RCS) has been developed and is updated on a regular basis.

SECURITY RISK ASSESSMENT

Key Security Risks Identified & Analysed

This list captures the key threats identified within the Global Risk Context Statement. It is not exhaustive.

AZARD

UNDETCTED IED* ON PERSON OR IN CABIN LUGGAGE

Risk: HIGH

1. EXPLOSION - AIRSIDE OR IN CABIN

UNDETECTED IED IN

Risk: MEDIUM-HIGH

1. EXPLOSION - IN CARGO

INADEQUATE PASSENGER SCREENING REGIME

Risk: MEDIUM

- 1. HIJACKING
- 2. AIRCRAFT USED AS A WEAPON

Potential impact:

- 1. Mass casualty
- 2. Aircraft damage
- 3. Disruption to airport operations
- 4. Disruption to air traffic services
- 5. Financial loss
- 6. Economic fallout
- 7. Loss of stakeholder confidence

Potential impact:

- 1. Loss of stakeholder confidence
- 2. Aircraft damage
- 3. Disruption to airport operations
- 4. Disruption to air traffic services
- 5. Financial loss
- 6. Economic fallout

Potential impact:

- 1. Mass casualty
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- 6. Loss of stakeholder confidence

UNRESTRICTED AREA
WITH LARGE
GATHERING

Risk: MEDIUM-HIGH

1. LANDSIDE ATTACKS

Potential impact:

- 1. Disruption to airline operations
- 2. Loss of life or serious injury
- 3. Loss of stakeholder confidence

INADEQUATE ACCESS CONTROL MEASURES TO SECURITY RESTRICTED AREAS (SRAS)

Risk: MEDIUM-HIGH

- UNDETECTED MOVEMENT OF EXPLOSIVES
- UNDETECTED MOVEMENT OF WEAPONS
- 3. HIJACKING
- 4. AIRCRAFT USED AS A WEAPON

Potential impact:

- 1. Mass casualty
- 2. Aircraft damage
- 3. Disruption to airport operations
- 4. Disruption to air traffic services
- 5. Financial loss
- 6. Economic fallout
- 7. Loss of stakeholder confidence

^{*} IMPROVISED EXPLOSIVE DEVICE (IED) An IED is a bomb fabricated in an unconventional manner to reduce detection within the security system.

THE EVOLUTION 1944 - 2021

1116			2021			
	Key Threats	Major Event	Risk Driver			
1940s	1. Hijacking	1 June 1943 , Shootdown BOAC Flight 777 from Portugal to England, Killed 17.	Extortion			
1960s		1 May 1962; Hijacking National Airlines Flight 337 to Havana, Cuba.	Deliving LA article and			
1970s	 Hijacking & Bombing 	6 October 1976; Bombing Cubana Flight 455, Barbados to Jamaica, killed 73 people	Political Activism/ Terrorism Palestinian groups, Shi'ite and Sikh fanatics, Croation apparations.			
1980s	3. Sabotage	23 June 1985; Bombing Air India Flight 182, killed 329 people. 21 December 1988; Bombing Pan Am Flight 103, killed 270 people.	tian separatists, Ethiopian extremists, Cubans wag- ing war on Castro's Cuba, Canadian Sikh militants and others.			
2000s	1. Hijacking	11 September 2001; Hijacking USA 4 intercontinental flights Hijacked. 2,996 FATALITIES	Political Activism/ Terrorism al Qaeda, and in Russia, from Chechen bombers, who brought down two Russian airliners in 2004 and bombed a Moscow airport terminal in 2011			
2020s	 Sabotage, Bombing Hijacking 	23 May, 2021; Flight diverted based upon false information Ryanair flight FR4978	14 RISK INSIGHTS			

Intervention/Control Measure

Introduction of armed sky marshals aboard airliners

Metal detectors and x-ray machines now used to search for weapons and explosives

- 1. Interior search of every airliner daily.
- 2. Guarding aircraft while on the ground.
- 3. Inspecting the property of all maintenance and support personnel.
- 4. Matching checked baggage with passengers' names.

MAJOR CHANGES TO AVIATION SECURITY

- 1. ICAO global strategy saw the introduction of mandatory security oversight audits to evaluate the ability of States to regulate their respective domains on the basis of applicable ICAO Security Standards.
- 2. In the USA TSA was formed and took over airport security.
- 3. Federal Flight Deck Officer Programme
- 4. Reinforcement of cockpits doors
- 5. Ban on liquids, gels and aerosols from passenger carry-on luggage
- 6. Screening of shoes
- 7. USA deploys federal air marshals overseas
- 8. 100% screening of air cargo loaded on U.S. passenger aircraft

Improvements to screening technology

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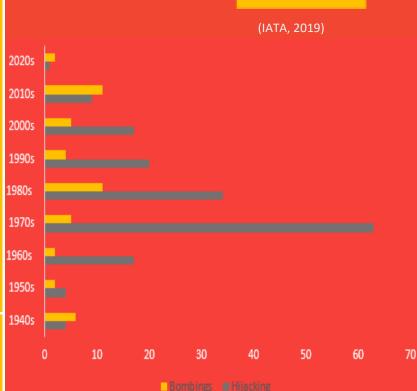
RISK INSIGHTS

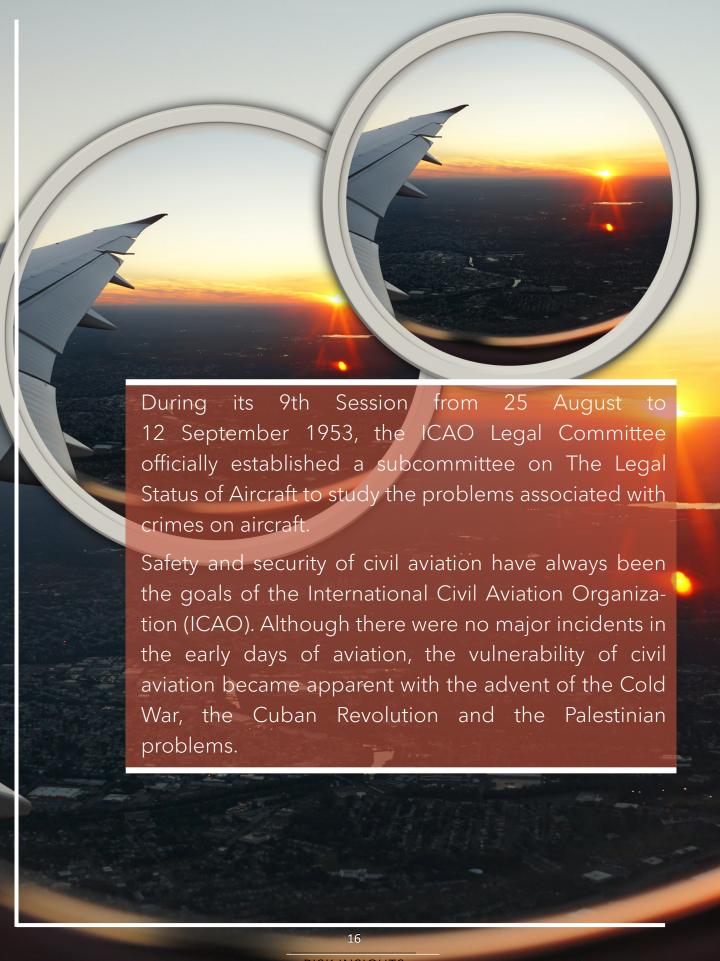
2040

What will threats to aviation security be in 2040?

Traditional threats such as cyber, insider, and terrorism will remain.

Activism, mental illness, unmanned vehicles and biological threats and infectious disease will be an increasing focus for the security sector.





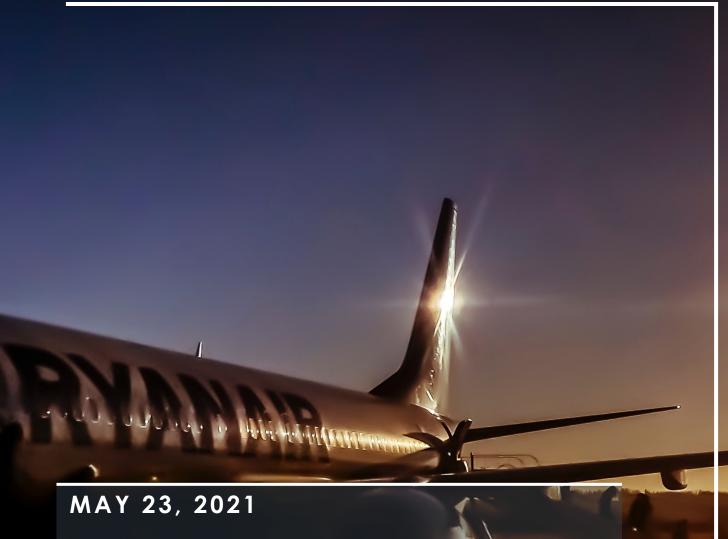
CONVENTIONS AND TREATIES

A treaty is a formal, legally binding written agreement between actors in international law. It is usually entered into by sovereign states and international organizations, but can sometimes include individuals, business entities, and other legal persons.

Conventions Related to Aviation Security

ICAO'S response to aviation security threats

YEAR	TREATY	PURPOSE
1944	Chicago Convention	Establish rules of airspace, aircraft registration and safety
1953	Tokyo Convention Amended 2014	Establish legal rules governing offenses occurring onboard an aircraft
1970	The Hague Convention Amended 2010	Provide for effective legal measures to be taken to deter acts of unlawful seizure of aircraft
1971	The Montreal Convention Amended 2010	Address threats to air navigation facilities, and aircraft sabotage. The suppression of unlawful acts against the safety of aviation.
1988	The Montreal Protocol	The suppression of acts of violence at airports
1991	The MEX Convention	The marking of explosives



The Belarusian government allegedly forced Ryanair flight FR4978 from Athens to Vilnius to land in Minsk on May 23, 2021. The forced diversion is believed to have been motivated by the intent to remove and arrest journalist Raman Pratasevich in Minsk.

ICAO Council (May 27, 2021) requested an investigation into whether there was a breach of international civil aviation law, including the convention on civil aviation [Chicago Convention] and its annexes.

ACT OF UNLAWFUL INTERFERENCE?

What do you think?

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RISK INSIGHTS



MARCH 26, 1991

Singapore Airlines flight SQ 117 was hijacked on 26 March 1991 shortly after it took off from Kuala Lumpur. The hijackers were four passengers who claimed to be members of the Pakistan People's Party. The plane landed at Changi Airport at 10.24 pm. Commandos of the Singapore Armed Forces (SAF) mounted a rescue operation at 6.50 am on 27 March 1991, killing all four hijackers and bringing the passengers and crew to safety. (Prasad, 2014)

Source: airliners.net

33%

Hijackings account for the largest percentage of all attacks against civil aviation.

JULY 16,1948

FIRST COMMERCIAL HIJACKING

A Cathay Pacific Airways PBY Catalina flying boat was hijacked during a flight between Macau and Hong Kong. The plane was taken over by a fourman gang, who planned to force it down in a remote location and hold its wealthy passengers hostage until a ransom was paid.

The pilot was shot and killed, the plane crashed killing all passengers (26) except one of the hijackers.

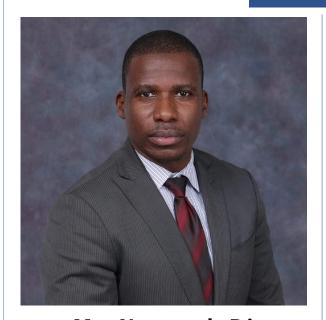
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RISK INSIGHTS

Source: SkagitRiverQueen



CORPORATE SECURITY



Mr. Natawah Dixon

Manager, Corporate Security

he 21 first century has heralded in a plethora of benefits for mankind, the technological advances are astounding. Unfortunately, this evolution has come with a dark side; regrettably evil has also evolved. Adversaries have found new and innovative ways to hurt as many people as they can in one blow. Startlingly, these evildoers have also leveraged various technological platforms to carry out a multiplicity of depraved acts against civilian populations.

Security systems have tried to keep pace with global terror threats, unfortunately, no singular security system is the fix or end-all. The link between the effectiveness of security systems and facility users is not inexplicable, the system's effectiveness is intricately interwoven with the vigilance and awareness of the facility users.

The International Civil Aviation Organization (**ICAO**) recognizes this link and decided to promote security culture, this was done by declaring 2021 as "the Year of Security Culture". A strong and robust security culture promotes organization resilience, efficient & effective security systems, and user responsibility for security.

There is a belief that permeates the Jamaican society that an act of terrorism will never occur here. This is a farce and may lead to terrorists using Jamaica as a platform to launch an attack against one of our trade partners in the west. This misguided belief is manifested in the nonchalant way in which many state agencies implement security systems and the general perception of security by the public. We at the JCAA are never to be caught in this web of fallacies, we should remain cognizant of the fact that while we may not be the target of terror incidents, the industry in which we work is always a target. It is not lost on me that we are in the throes of an economic downturn, however, the evil doers will never strike when we are strongest, when we are well resourced, when we are at the zenith. The strike is most likely when we are at our lowest, limping along, or just getting by, as the adage goes "kick a man when he is down".

There is a strong nexus between corporate security and aviation security, while the terms are vastly different the end goal is the same, protection of life and property.

There is a story of President John F. Kennedy's tour of the NASA space station in 1962, when he saw a janitor and jokingly asked "what are you doing?" the janitor replied, "Well Mr. President, I am helping to put a man on the moon". All of us at the JCAA must take this approach, as we are all "keeping Jamaica's airspace safe and secure".

Surveillance technology, such as Closed Circuit Television (CCTV) helps to deter crime by increasing the probabilities of arrest and punishment, at a fraction of costs of hiring more officers.



RISK MITIGATION WINS

Year ending March 2021

Strategic Goal #1 SAFETY & SECURITY

To enhance safety and security in civil aviation

ENHANCED JCAA'S SURVEILLANCE CAPABILITIES - MARCH 15, 2021

- 1. Emergency Operations Centre established.
- 2. CCTV connectivity to the EOC completed





The Jamaica Civil Aviation Authority (JCAA) continues its thrust to upgrade its surveillance capabilities with the installation of CCTV cameras, providing real time surveillance of its critical infrastructure.

TIPS - PHYSICAL SECURITY

PHYSICAL SECURITY - JCAA LOCATIONS

- 1. Get informed about the security policy for each JCAA location. Contact the Security Management office or the HR Department for information.
- 2. Participate in security training offered. Know the response protocol in case of a bomb threat or active shooter.
- 3. Be aware of the evacuation and emergency routes.
- 4. Do not admit unknown visitors to the building.
- 5. Report lost identification cards immediately.
- 6. Report unusual activities observed.

ALL JCAA LOCATIONS ARE SECURITY RESTRCITED AREAS

32% of Acts of Unlawful Interference between 2011 and 2016 were facility attacks.

States help to establish public confidence in their aviation system by ensuring the security of the system.

PHYSICAL SECURITY - PERSONAL

- 1. Remove valuables and other items from your vehicle. Even items not considered valuable may attract unwanted attention.
- 2. Have your keys in hand. Enter your vehicle as quickly as possible and lock all doors.
- 3. Stay alert. Stay off the mobile phones while walking on the road or when in public.
- 4. Vary your daily routine. Patterns are easily exploited.

Criminal patterns are always changing and evolving.

BE VIGILANT; STAY INFORMED; EDUCATE YOUR HOUSEHOLD

TIPS - CYBER SECURITY

CYBERCRIME PREVENTION - PERSONAL

- 1. Be aware that your mobile device is also vulnerable to viruses and hackers. Do not click on links or attachments from unknown sources.
- 2. Password protect your devices including your mobile device. Data, files and applications are protected if devices become lost or are stolen.
- 3. Secure user names and passwords for all devices
- 4. Secure your wireless network. Wi-Fi (wireless) networks are vulnerable to intrusion if they are not properly secured.
- 5. Try as best as possible to connect only to private networks. Do not use public networks when working with personal or corporate data.

PROTECT YOUR ONLINE BANKING ACCESS

Having one computer dedicated to online banking is the best way to go. Never access social media sites, free e-mail accounts, online games, news sites, etc. with that PC.

CYBERCRIME PREVENTION - ORGANIZATIONAL

- 1. Educate employees. Staff is the first line of defense and at the same time the most vulnerable "link" in the security chain of controls. Uninformed employees are one of the most common causes of data breaches.
- 2. **Keep network and devices up-to-date**. New vulnerabilities are frequently found in common software programs. Patch and update your systems and applications whenever one becomes available.

Back ups protect against ransom payments. 1 in 5 businesses who paid ransom never got their files back

BACK UP
CRITICAL FILES
AND SYSTEMS



Malaysia Airlines Flight 370 disappeared on 8 March 2014 while flying from Kuala Lumpur International Airport to its planned destination, Beijing Capital International Airport.

The flight diverted significantly from its planned flight path, leading to theories of a possible act of unlawful interference.

239 passengers and crew members perished.

Internal Threats

FACTS & TRIVIA



- The first recorded hijacking occurred in 1931 when Peruvian revolutionaries commandeered a Ford Tri-motor.
- 2. The Aviation Safety Network, reported that even though the 1948 hijacking of Cathay Pacific Airways was the first incident, it is among the top 10 deadliest plane hijackings in history. 26 lives were lost.
- Israel ports Authority blocks more than three million cyberattack attempts on a daily basis, as reported by the Times of Israel.
- 4. Heathrow Airport was fined £120,000 by the Information Commissioner's Office (ICO) for failing to secure sensitive data after an employee lost a memory stick that contained confidential information including details about the Queen's travel plans. The memory stick was found October 2017 on a street in London.

- 5. According to the most recent assessment carried out by the Working Group on Threat and Risk (WGTR), the threat type which still poses the greatest risk to international civil aviation at the global level is person-borne IEDs, that is, explosive devices carried on board a plane by a passenger either on their body or in cabin baggage and personal effects.
- 6. A Saudi-led coalition airstrike in Yemen's capital destroyed a navigation station at Sanaa airport on November 14, 2017. The strike led to the total destruction of the VOR/DME radio navigation system, taking it offline and thus halting critical UN flights delivering humanitarian assistance.
- 7. The cause of the disappearance of Malaysia Airlines Flight 370 remains inconclusive. Investigators considered many areas however, Captain Zaharie Ahmad Shah was isolated as the main suspect. He was theorized to have deliberately steered the Boeing 777 off course. That theory remains unproven.



Cybercrime is any crime in which a computer or related device is the object of the crime or is used as a tool to commit an offence. Cybersecurity threats include phishing attack, ransomware, malware, denial of service, and others.

The Cybercrimes Act, 2015 was promulgated on March 17, 2010 to address computer specific offences such as unauthorized interception, unauthorized modification of computer program or data and unauthorized access to any program or data held in a computer.

Cybercrime

JUMBLE

Unscramble the words below. One letter to each square to form five words or phrases

FUNLALUW CRNFNIETEEER					
	\bigcirc				
ANESWOP					
CIKHJGNAI					
RVPENET					
TTEHRA					



Now arrange the circled letters to form the answer. The cartoon above is your clue.

YOUR ANSWER WILL FIT IN THE CIRCLES BELOW



For inquiries contact JAMAICA CIVIL AVIATION AUTHORITY Research, Planning & Risk Assessment Department 4 Winchester Road 876.960.3948 RPR@jcaa.gov.jm RISK INSIGHT