

Working paper presented by the Sultanate of Oman
Security Culture in Civil Aviation - Salalah Airport Experience



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2021 | THE YEAR OF SECURITY CULTURE

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Oman Airports



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Outline

- ❖ Mechanism used to enhance the security culture
- ❖ Security Culture Awareness Programme Subjects'
- ❖ Balanced Scorecard (BSC) as an evaluation tool.
- ❖ What Next...?



Mechanism used to enhance the security culture



■ ICAO's promotion message:

“Security is everyone’s responsibility”

■ Objectives:

1. Continuity and raising the compliance level with national civil aviation security legislation.
2. Security of Civil aviation is not limited to a specific individual, department or entity.
3. Security is not only a profession, it is a culture.
4. Develop and implement measures and mechanisms that contribute to establishing security culture as an essential aspect of aviation security.



Mechanism used to enhance the security culture

Preparation of the Material:

“Security Culture Awareness Programme”



Targeted Segments:

- Airport Senior management & supervisory level
- All employees



Programme Launch:

September 2019

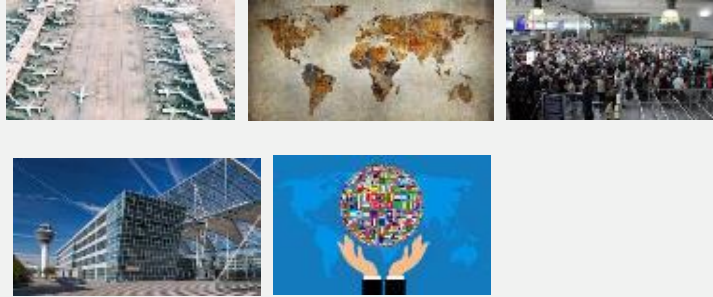




Security Culture Awareness Programme Subjects'

Why is Civil Aviation an attractive target?

High Profile



How could terrorists attack Civil Aviation?



Examples of aviation security threats

- **Air Lanka – May 1986.**
- **Ariana airlines hijacked 6th Feb 2000.**
- **Attempted sabotage "Richard Reid", American Airlines Flight 63, 2001.**
- **The 2006 transatlantic aircraft plot.**
- **Glasgow, UK airport attack June 2007.**

Airport Security Zoning & Security Permit holder responsibility

Colors	Security Restricted Areas
Purple	VIP
Sky Blue	Cargo
Orange	Arrival
Green	Departure
Yellow	ATC
Blue	Apron and Service Facilities in the airside
Pink	BHS, Oman Airports and Oman Air Offices, DCI, Oman Airports MCC



Contribution to airport security

- **Complying with regulations.**
- **Reporting; breach of access control, presence of firearms or any weapons, explosive devices, Unaccompanied baggage, occurrence may lead to security risk, any suspicion situations.**
- **Do not discuss details of security procedures and measures outside of work.**
- **Be wary of people asking lots of questions about security measures at the airport and report them back.**

Tips in the following situations

- **How to deal with Unattended Items.**
- **Suspicious behaviour.**
- **Suspicious vehicle.**
- **Dealing with threats (Written or verbally).**

Security Culture Awareness Programme Subjects'

Airport Security Quality Control

- National legislation (NCASP & NCAQCP) and ASP.
- The purpose and the plan of these activities.
- Examples of the areas and tasks where these activities are conducted and what entity are responsible to comply with:
 - ✓ Airport Security Fence.
 - ✓ Passengers check-in process.
 - ✓ Departure gates.
 - ✓ Baggage make-up area.

Salalah Airport مطار صلالة
Oman Airports
محدود - Restricted

التفتيش الأمني (السياج الأمني)
Security Inspection check list (Security Fence)

الرقم	المرجع	قائمة الإستطلاع	ملاحظات
1	2.7.2	هل توجد اللوائح التحذيرية الأمنية خارج محيط السياج الأمني بمسافات منتظمة لا تتجاوز 100 مترا ؟ Are there security warnings signs placed along the security perimeter fence at regular intervals not exceeding 100 meters?	
2	2.7.2	هل السياج الأمني خالي من العوائق بمسافة 3 م على الجانبين؟ Is the security fence free of obstacles with a distance of 3 m on both sides?	
3	2.7.2	هل يقوم فريق العمليات بالشركة بتسيير دورية على السياج الأمني مرة واحدة في كل وردية؟ Does the company's operations team patrol the security fence once in each shift?	
4	2.7.2	هل تتوفر الإنارة على طول السياج الأمني؟ Is the lighting available along the security fence?	
5	2.7.2	هل بوابات الطوارئ مستوفية للمتطلبات الأمنية؟ Do emergency gates meet security requirements?	

ملاحظات:

فريق مراقبة جودة أمن المطار
Security Quality Control Team

7.7.2 Security Measures for Airside Areas:

There are procedure and physical barriers which are sufficient to deter intentional or unintentional entry of unauthorized personnel to the airside areas and security restricted areas of all public as following:

- A connected security perimeter fence of 3.5 meters high topped with barbed wires running along the palisade of an angle (45 degrees) towards the outside. Also, it is fixed with iron and concrete columns of approximate underground depth of (70cm). As well as, topped with concrete along the bottom with an approximate depth of (60cm).
- There is CCTV coverage and intruder detection system along the fence and lighting. Security warning signs are placed along the fence at distance that does not exceed 100 meters toward the outside. The fence is cleared by about 3 m from the fence in order except lighting poles and electrical sub-stations. Also, a patrol road suitable for vehicles alongside the fence.
- Airport Security Police carry out regular patrols of the security fence as well OAMC operation team carry an inspection per shift.
- Emergency crash gates are constructed in the same manner as the security fence and remain locked at all times.

2.7.7 التدابير الأمنية للجانب الجوي:

التدابير الأمنية للجانب الجوي، تم وضع إجراءات وحواجز مادية لردع أي دخول غير مقصود أو مقصود للأشخاص غير المرخصين إلى منطقة الجانب الجوي والمناطق المحيطة أمنياً كالآتي:

- سياج أمني متصل ارتفاعه (3.5 أمتار) لعلوه أسلاك شائكة ممتدة على طول السياج بمنحني زاوية (45 درجة) باتجاه الخارج ، مثبت بأعمدة حديدية وبخرسانة أسمنتية تحت الأرض بعمق تفريحي (70cm). وبخرسانة أسمنتية على طول السياج من الأسفل بعمق تفريحي (60cm).
- يوجد بالسياج كاميرات للمراقبة التلفزيونية ونظام كشف التسلل موصلة بمركز عمليات الأمن بالإفصاح إلى الإنارة. تم وضع اللوائح التحذيرية الأمنية خارج محيط السياج الأمني بمسافات منتظمة لا تتجاوز 100 مترا. باتجاه الخارج. السياج خالي من العوائق بمسافة 3 م على الجانبين ماعدا أعمدة إنارة السياج وبعض محطات الكهرباء ويوجد طريق محاذي للسياج في الجانب الجوي لمرور دوريات الأمن والتفتيش.
- تقوم شرطة الأمن بتسيير دوريات مراقبة للسياج على فترات منتظمة كما يقوم فريق عمليات إدارة المطار بتسيير دورية في كل وردية.
- بوابات الطوارئ بنفس مواصفات السياج الأمني وتظل هذه الأبواب مغلقة طوال الوقت.

المرجع	قائمة الإمتثال	ملاحظات
1	هل يتم التأكد من هوية المسافرين عند التسجيل؟ Is the Verification of the Identity of the Passenger carried?	2.3.9
2	هل يقوم موظفي الخدمات الأرضية بطرح الأسئلة الأمنية على المسافرين أثناء تسجيلهم؟ Do ground handling staff ask security questions to passengers during their registration?	3.3.9
3	هل يقوم موظفي الخدمات الأرضية بمطابقة الحقائب مع المسافرين؟ Are ground handling staff matching the bag with the traveler?	2.10
4	هل يتم تسجيل كل مسافر على حدة؟ Is each passenger registered separately?	3.10
5	هل يتم التأشير على كل حقيبة بصورة مناسبة من الخارج بحيث يحدد ذلك تبعيتها للمسافر المعني؟ Is each bag is marked properly from the outside so that it is determined to be followed for the intended passenger?	3.10
6	هل توجد آلية لآزال أمتعة الركاب الذين تغفلوا عن الرحلة؟ Is there a mechanism for off-loading the luggage of passengers who did not travel?	3.10
7	هل يقوم الخدمات الأرضية بتحرير بيان أو وسيلة أخرى تؤكد عملية توافق كافة الحقائب المسجلة التي تم تفتيشها مع المسافرين على متن الرحلة؟ Does the ground handling release a statement or other means confirming the compatibility of all checked baggage checked with passengers on the flight.	3.10

Security Inspection check List (Departure)

المرجع	قائمة الإمتثال	ملاحظات
2.7.7	هل صالات المغادرة مغلقة وتخضع لمراقبة الدخول الآلي؟ Are all boarding gate lounges on the departures level are closed and are subject to automated access control?	
2.7.7	هل نظام - interlock system - مغلق بين بوابات المغادرة والوصول؟ Is the interlock system working between boarding gates and arrival gates working?	
3.7.7	هل يتم تفتيش القاعات قبل البدء في إستخدامها؟ Are Departing halls subjected to thorough search, prior to being brought into use?	
3.7.7	هل يتم مطابقة لوائح السفر مع بطاقة الصعود على متن الطائرة قبل السماح للمسافر بدخول القاعة؟ Is the verification between travel documents and boarding are conducted prior to be allowed to enter departure hall?	
3.7.7	هل يتم تفتيش جسور عبور المسافرين قبل البدء بإستخدامها؟ Are passenger boarding bridge halls subjected to security search, prior to being brought into use?	

Salalah Airport



مطار صلالة

محدود - Restricted

التفتيش الأمني (منطقة فرز الحقائب)

Security Inspection (Baggage Make-up Area)

المرجع	قائمة الإمتثال	ملاحظات
1	هل توجد آلية لآزال أمتعة الركاب الذين تغفلوا عن الرحلة؟ Is there a mechanism for off-loading the luggage of passengers who did not travel?	3.10
2	هل يقوم الخدمات الأرضية بتحرير بيان أو وسيلة أخرى تؤكد عملية توافق كافة الحقائب المسجلة التي تم تفتيشها مع المسافرين على متن الرحلة؟ Does the ground handling release a statement or other means confirming the compatibility of all checked baggage checked with passengers on the flight?	3.10
3	هل يتم وضع بيان شحن صادر من الخدمات الأرضية ونظام لمطابقة الأمتعة مثبت على الحاوية وذلك في مكان واضح ومرئي. Is a shipping statement issued by the ground services and a baggage matching system installed on the container in a clear and visible location?	3.10
4	هل يوجد إشراف على الحقائب والأمتعة المسجلة والمحوطة من وقت وصولها لمنطقة الفرز بعد التفتيش وحتى يتم نقلها على متن الطائرة المغادرة؟ Is there a supervision on Registered and transferred baggage by Ground Handling Services (Oman Air) after the security inspection and until transferring them on board of the departure flights?	6.10



Balanced Scorecard (BSC) as an evaluation tool

Category	Objectives	Target	Measures / KPIs
1. Customer (40%)	Increase security awareness level for all stakeholders	80% increase	<ul style="list-style-type: none"> • Conducting bi-weekly security culture awareness sessions & attendance record. • Review Toolbox minutes for stakeholders and emphasis them to address security matters related to their operations. • Quality Control Activities. • Security Occurrence reports. • Suspicious Reports. • Security Committee. • Reports any defects in security systems. • Security Audits by appropriate Authority (CAA) and corrective action plans generation. • Security Campaign. • Create a web link for reporting security matters "anonymous reporting".
	Increase the Security collaboration		<ul style="list-style-type: none"> • Compliance level in terms of approved security programs & SOPs. • Security committee. • Include the security tasks and general tips in their daily operational tool box meetings and record. • Developed an approved annual plan for Security Quality Control Activities. • Develop & approved SOPs related to security tasks. • Security Occurrence reports. • Suspicious Reports. • Reports any defects in security systems. • Participate in Emergency exercises. • Internal workshops and record.

Balanced Scorecard (BSC) as an evaluation tool.

Category	Objectives	Target	Measures / KPIs
2. Internal Business Process (25%)	Develop & implement Security Culture Awareness Program in Compliance with NCASP & ASP.	100% compliance	<ul style="list-style-type: none"> Approved ASP, ASQCP and ASTP by appropriate Authority (CAA). Approved contingency plan and its SOPs. Annual revision of the ASP and when required. Security threat analysis and risk management. Amend the material as per global situation. Quality Control Activities observations. Security systems fault reports and preventive maintenance plan. Security breach, occurrence and suspicious Reports
3. Learning & Growth (25%)	Improve Staff Knowledge, skills through Training & participation	80% Achievement	<ul style="list-style-type: none"> Develop a training plan. Participate in developing & reviewing Security Documentation and SOPs. Involved in threat analysis and risk management. Develop Security Quality Control Activities plan and study the outcomes. Knowledge sharing & experience learning with regional airports. Develop reporting system concept "Just Culture". Participate in emergency exercises & security campaign. Participation in National / international workshops. Attend National / international conferences.
	Improve working environment thought performance appraisal		<ul style="list-style-type: none"> Develop KPIs and to be reviewed & evaluated quarterly. Appreciation and recognition. Employees Satisfaction survey
4. Financial Data (10%)	Reduce Operation Expenses for the Programme	80% Achievement	<ul style="list-style-type: none"> Online sessions. Reduction in paperwork "flyers, brushers, posters, reports" and to be converted to digital. E-learning tools; web link contain security culture awareness and exercises. An electronic Security Bulletins send via email to all Airport users by coordination with Media team.



What Next...?

- Unified Week for Aviation Security Culture:
 - Conducted annually in a fixed month by all Oman Airports.
 - All Airport parties will be involved; CAA, Airport Police, Airport Operator, Airlines, Ground handling, Duty Free...etc.
 - Activities; Awareness Sessions, filed Work (joined QCA), workshops...etc.
- E-learning platform; Security Culture Awareness Programs & exercises (integrated with Airport network & access will be monitored for improvement and generate statistic data).
- Establish “**Security anonymous reporting**” within the safety system which promotes security is everyone's responsibility.
- Sending a weekly security awareness bulletins to all users via e-mail in coordination with the media team.



At the End...

