



**ASSEMBLY — 41ST SESSION**

**EXECUTIVE COMMITTEE**

**Agenda Item 14: Aviation Security - Policy**

**REPORT ON THE ICAO YEAR OF SECURITY CULTURE (YOSC) 2021**

(Presented by the Council of ICAO)

**EXECUTIVE SUMMARY**

The importance of a strong security culture in aviation was highlighted by Assembly Resolution A40-11, adopted by the 40th Session of the ICAO Assembly, which designated 2020 as the ICAO *Year of Security Culture (YOSC)*. With the COVID-19 pandemic severely impacting aviation in 2020, the ICAO Council decided to defer the YOSC to 2021.

This working paper provides a report on the YOSC. It highlights the various ICAO security culture tools and resources developed and acknowledges the worldwide security culture initiatives and activities undertaken by the aviation community. A link to a summary document of global YOSC achievements is provided in the paper.

The paper calls for continued efforts and practical actions by all aviation stakeholders to build on the security culture achievements attained throughout the YOSC.

**Action:** The Assembly is invited to:

- a) take note of the achievements of the YOSC;
- b) encourage States, regional and international organizations, and industry to continue building on the security culture achievements attained throughout the YOSC, including by making use of the available ICAO security culture tools and resources; and
- c) request ICAO to continue to promote the implementation and maintenance of a strong and effective security culture in aviation.

<i>Strategic Objectives:</i>	This working paper relates to Strategic Objective: <i>Security and Facilitation</i> .
<i>Financial implications:</i>	This working paper has no direct financial implications.
<i>References:</i>	Doc 10140, <i>Assembly Resolutions in Force</i> (as of 4 October 2019) Doc 10118, <i>Global Aviation Security Plan (GASeP)</i> A41-WP/xx <i>Consolidated statement of continuing ICAO policies related to aviation security</i>

## 1. INTRODUCTION

1.1 Since its adoption by the ICAO Council in 2017, the ICAO *Global Aviation Security Plan* (GASeP) has directed the development of strategies and policies to enhance the effectiveness of global aviation security. One of the five priority outcomes identified by the GASeP is to develop security culture and human capability.

1.2 The importance of a strong security culture in aviation was further highlighted by Assembly Resolution A40-11, adopted by the 40th Session of the ICAO Assembly. The Assembly recommended that ICAO continue work on the development of tools to enhance security awareness and security culture, making it a priority and designated 2020 as the ICAO *Year of Security Culture* (YOSC). With the COVID-19 pandemic severely impacting aviation in 2020, the ICAO Council (C-MIN 220/7) decided to defer the YOSC to 2021, with the following priority activities:

- a) execute a global security culture campaign, which will support the organization of national, regional and global events to raise security awareness in aviation;
- b) intensify collaboration with States and industry in promoting security culture in the greater aviation community, where security is everyone's responsibility;
- c) issue relevant guidance on practical security culture communication strategies, plans and campaigns; and
- d) continue to offer training and assistance focused on promoting an effective and sustainable security culture within all organizations involved in civil aviation.

1.3 As the success of the YOSC required a combined effort, the ICAO State Letter AS8/23 – 20/125 (dated 13 November 2020) encouraged States, in collaboration with industry and other organizations, to support these activities. The State Letter also requested the delivery of practical security culture events and initiatives throughout 2021, and beyond, by all entities to help promote a strong and effective security culture in aviation. The Appendix presents a summary of State Letter responses and feedback. An ICAO Electronic Bulletin EB 2021/018 (dated 18 May 2021) also contained information on the YOSC and suggestions in support of the initiative.

## 2. DISCUSSION

2.1 ICAO delivered a range of YOSC initiatives and activities and developed various ICAO security culture tools and resources throughout 2021. These were managed by a dedicated ICAO Secretariat project team at ICAO Headquarters, in coordination with the ICAO Regional Offices and ICAO Aviation Security Training Centres (ASTCs).

### *ICAO Security Culture website*

2.2 The ICAO Security Culture website<sup>1</sup> was developed and it will be maintained as a permanent resource. The website includes security culture best practices from ICAO, States, industry, and other organizations. There is guidance material, videos, leaflets, toolkits, training material, quizzes, checklists, frequently asked questions, and articles offering tips and best practices on security culture. The website also contains a set of self-assessment questions to help organizations measure and improve their security culture.

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<sup>1</sup> [www.icao.int/Security/Security-Culture/Pages/default.aspx](http://www.icao.int/Security/Security-Culture/Pages/default.aspx)

2.3 Also available on the website is a series of YOSC Newsletters, highlighting security culture developments and resources. These newsletters were distributed to key stakeholders throughout 2021 including Member States; Council Members and Delegations; industry bodies; regional and international organizations; AVSEC Point of Contact (POC) Network; Universal Security Audit Programme (USAP) National Coordinators and USAP Auditors; ICAO ASTC Network; ICAO-Certified AVSEC Instructors; alumni of the AVSEC Professional Management Course; and ICAO Facilitation POC Networks.

### ***Training and Assistance***

2.4 All of ICAO's Aviation Security Training Packages (ASTPs) and Workshops were updated in 2021 to embed security culture best practices.

2.5 In conjunction with the AVSEC Panel's Working Group on Training (WGT), ICAO developed an ICAO Security Culture Workshop<sup>2</sup> and associated Train-the-Trainer material. The workshop, which was delivered in 2021 on 16 occasions to 221 students globally, is based on existing ICAO tools and best practices in establishing, changing, and maintaining good security behaviours. These tools include an *ICAO Security Culture Campaign Starter Pack*, which supports the development of security culture programmes and campaigns; as well as the *ICAO Security Culture Toolkit*, which identifies effective security behaviours and actions to support a positive security culture. Both of these tools, which were created in collaboration with the WGT, are published in all ICAO languages on the ICAO Security Culture website.

2.6 The WGT is also developing additional security culture resources. This includes an ICAO *Human Factors and Performance Starter Pack* and an ICAO *Insider Threat Toolkit*, both of which support a wider understanding of security culture and its evolution.

2.7 In 2021, ICAO launched the *Introduction to Security Culture course*<sup>3</sup> in partnership with the United Kingdom Civil Aviation Authority International (CAAi). The course helps regulated entities and aviation authorities understand the concept and benefits of an effective security culture, including the best practices for embedding a positive security culture in an organization.

### ***Events***

2.8 ICAO delivered numerous global events in support of the YOSC. This included the annual AVSEC Symposium in September 2021, to build on the successful event of December 2020 which served as the official launch of the YOSC by the ICAO Secretary General. At these events, influential speakers from States and industry shared security culture tips and best practices. There was a focus on the importance of human factors and human performance in aviation to maintain appropriate security levels and to support the security culture of staff.

2.9 There were also high-level ICAO presentations on the YOSC and on security culture at local, national and global events throughout 2021. The ICAO Regional Offices also organized and attended regional meetings, steering committees, expert groups, seminars, workshops and webinars on security culture.

2.10 A virtual ICAO Security Culture Webinar was held in February 2022 with the ICAO Secretary General officially closing the YOSC. The Webinar, which had over 1,400 registered participants,

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<sup>2</sup> [www.icao.int/Security/isd/Training/Pages/Workshops.aspx](http://www.icao.int/Security/isd/Training/Pages/Workshops.aspx)

<sup>3</sup> <https://caainternational.com/course/introduction-security-culture/>

highlighted global security culture achievements in 2021 with speakers sharing their YOSC experiences. The Webinar also highlighted the various tools, resources and guidance available to support a permanent focus on security culture by all in aviation with speakers sharing security insights and best practices. The Webinar was recorded for ICAO TV<sup>4</sup> to provide an on-demand security resource.

### ***Communications***

2.11 ICAO utilized several communication channels, such as social media, announcements, and publications, to promote the YOSC and to engage the international aviation community on security culture. Of note was the Airports Council International (ACI) World/ICAO YOSC Video Challenge, in which the aviation community was encouraged to produce short videos with the aim of enhancing the security behaviours and practices of aviation employees. The winners of the challenge were announced during the ICAO Security Culture Webinar.

2.12 Additionally, YOSC articles and opinion pieces written by the ICAO Secretariat were published in the World Civil Aviation Report (Volume 5 - 2021 Edition), Uniting Aviation, and Transport Security International magazine. The ICAO Security Culture website also features a number of ICAO's articles and opinion pieces, as well as contributions from States and industry.

### ***Worldwide initiatives and achievements***

2.13 The international civil aviation community supported efforts to raise security awareness and to promote a strong and effective security culture in aviation operations across the world throughout 2021. A Summary Document of global YOSC achievements is available in English only on the ICAO Security Culture website<sup>5</sup>. The document highlights various security culture events, campaigns and initiatives, as well as security culture best practices and guidance material developed and shared by the aviation community.

### ***Future Projects***

2.14 ICAO continues to roll out a number of security culture assistance products that include an interactive e-learning package on security culture; a security culture short film; security culture discussion cards for use in training, briefings and other assistance activities; and customizable resources (templates) to support local security culture campaigns.

## **3. CONCLUSION**

3.1 The YOSC can be viewed as a transitional year towards a permanent focus on security culture by all in aviation, allowing stakeholders to obtain the tools required to develop, integrate and maintain an effective security culture. The aviation community is encouraged to continue building on the achievements of the YOSC, to use the ICAO security culture tools and resources, and to take further practical actions to raise security awareness in aviation operations.

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<sup>4</sup> [www.icao.tv/videos/the-icao-security-culture-webinar](http://www.icao.tv/videos/the-icao-security-culture-webinar)

<sup>5</sup> [Summary Doc YOSC Achievements.pdf \(icao.int\)](https://www.icao.int/publications/Summary-Doc-YOSC-Achievements.pdf)

APPENDIX

**SUMMARY OF RESPONSES TO ICAO STATE LETTER AS 8/23 – 20/125  
THE ICAO YEAR OF SECURITY CULTURE 2021**

The ICAO State Letter AS 8/23 – 20/125 (dated 13 November 2020) requested that States share their plans to support the YOSC and requested the sharing of security culture best practices and promotional material for inclusion on ICAO’s Security Culture platform<sup>6</sup>.

The State Letter also requested States to return a completed questionnaire to help identify areas where ICAO can assist in the delivery of practical security culture events in 2021. The questionnaire included the following questions<sup>7</sup>:

1. Do your airports have an effective and strong security culture?
2. Do you have plans to deliver practical security culture events during 2021 to promote the YOSC?
3. Do you have plans to improve security awareness and security culture at your airports?
4. Do you plan to use ICAO assistance programmes (and the support of other providers) to build a robust security culture at your airports?

Out of 193 Member States, ICAO received a State Letter return of **53% = 103 replies**.

Region Number of States	Number of Replies	Q1		Q2		Q3		Q4	
		Yes	No	Yes	No	Yes	No	Yes	No
<b>Asia and Pacific</b> 39 States	16	12	4	9	6	4	2	2	1
<b>Eastern and Southern African</b> 24 States	12	8	4	7	2	3	1	3	0
<b>European and North Atlantic</b> 56 States	32	30	2	22	9	5	2	6	2
<b>Middle East</b> 15 States	6	5	1	3	1	1	0	0	1
<b>North American, Central American and Caribbean</b> 22 States	7	5	2	5	1	2	2	2	1
<b>South American</b> 13 States	9	7	2	8	0	2	0	1	0
<b>Western and Central African</b> 24 States	21	11	10	11	2	13	2	9	0
	<b>103</b>	<b>78</b>	<b>25</b>	<b>65</b>	<b>21</b>	<b>30</b>	<b>9</b>	<b>23</b>	<b>5</b>

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<sup>6</sup> [www.icao.int/Security/Security-Culture/Pages/default.aspx](http://www.icao.int/Security/Security-Culture/Pages/default.aspx)

<sup>7</sup> Questions renumbered and summarized for WP analysis. Not all questions from the questionnaire have been summarized, due to nil or incomplete responses from States.