



International Civil Aviation Organization

CAR/SAM REGIONAL PLANNING IMPLEMENTATION GROUP (GREPECAS)

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Agenda Item 4

Development of the AVSEC/COMM Work Programme

4.3 AVSEC Training Task Force Developments (AVSEC/TRAIN/TF)

4.3.2 National Civil Aviation Security Training Program Model

GENERAL GUIDELINES TO CONSIDER WHEN DEVELOPING A NATIONAL CIVIL AVIATION SECURITY TRAINING PROGRAM

(Presented by the International Air Transport Association [IATA])

SUMMARY

Training is the key to ensure that security personnel can perform their duties according to national requirements and International Standards. Contracting States have the responsibility to develop and document a National Civil Aviation Security Training Programme. Some key elements beyond the actual day-to-day activities that should also be included in a National Civil Aviation Security Training Programme are discussed in this paper.

References:

- Security Management Systems for Air Transport Operators (Version 3 – October 2005)
- IATA Security Manual, Section (4th Edition, 1 January 2005)

1. Introduction

1.1 In order to have efficient aviation security, an organization relies on three essential components:

- Procedures
- Equipment
- People

1.2 Adequate security procedures and equipments can be rendered ineffective if the staff employed cannot follow protocols or operate the equipment as it should. The human element in the security process can ultimately determine whether aviation security measures implemented will be compliant with international Standards or not. Therefore it is paramount that staff selection criteria ensure the best candidates are chosen. Further to that, selected candidates need to be properly trained according to the National Civil Aviation Security Programme requirements of their respective Contracting State.

1.3 Contracting States have the responsibility to develop a National Civil Aviation Security Training Programme in order to ensure that all involved in the civil aviation security can perform their task to an acceptable level that will ensure ICAO Standards and Recommended Practices requirements are met.

1.4 Whilst it is encouraged that all Contracting States adopt a similar template and develop mutually accepted training programmes, it is very important that the operational environment of each Contracting State is taken into consideration when the National Civil Aviation Security Training Programme is being developed.

1.5 Further the following elements, which will be discussed in this paper, should be considered during the development of the National Civil Aviation Security Training Programme:

- Human Factors
- Training programmes for front line security personnel
- Security awareness training programme for all staff working at an airport or in civil aviation
- Recurrent training and evaluation mechanisms

2. Human Factors

2.1 Human Factors need to be taken into account during the staff selection process in order to ensure that candidates not only have the technical and physical abilities to perform a certain job in the field of aviation security, but also possess the necessary personality traits the position requires as well as an attitude that will be conducive to development of the employee within their position on the aviation security team.

2.2 Training also represents another key area where human factors have to be taken into account. The training of new candidates will help ensure that they can adapt to their work environment and perform their duties to required standards.

2.3 To begin with, it can be highly demoralising for a new employee to feel as though they have not been properly trained to do their duties or operate security equipment effectively. Therefore, training programmes must be frequently revised and analysed to ensure that they teach the actual processes and procedures that employees will have to perform while on duty.

2.4 It is also important to empower staff members during the training process and make sure that they are aware of the vital role that aviation security personnel play in maintaining a safe and efficient operating environment for civil aviation. Knowing that they are making a valuable contribution will serve to create a sense of pride among the staff and will inspire optimum performance.

2.5 Training programmes should be performance-oriented and contain well-defined objectives. A system for measuring progress must be clearly defined and participants should be able to demonstrate their proficiency before assignment to actual duties.

3. Security Personnel Training

3.1 Before new employees can perform their tasks, they should be subjected to an appropriate level of training commensurate with their duties. Every effort should be made to try to make them aware of as many possible situations they might encounter while fulfilling their duties. Obviously, the level of training and testing/evaluation will vary depending on the nature of the security duties required of the position.

3.2 Training programmes should contain both a theoretical part and a practical part. The proportion of each type of training should be balanced with neither part exceeding 60% of the entire training programme. The theoretical should detail what the procedures are and explain why they have been implemented (i.e. what threat is a certain procedure trying to curtail). The practical sections overall objective should to demonstrate how these procedures are performed, first by demonstrating them and then letting students perform them in a controlled environment.

3.3 Once the new employee has successfully completed all training, they should then be matched with an experienced employee who is trusted by management and who has proven in the past their competence. The trainee should then spend a significant amount of time working with the employee.

3.4 The experienced employee should gradually give more responsibilities to the trainee until it is judged that they are competent enough to work alone. Management and the trainer should consult when they decide it is appropriate to let the trainee work alone.

3.5 Once it is proven, through appropriate testing or other evaluation methods, that the employees understand and can perform all necessary tasks, they can proceed to undertake such duties unsupervised.

3.6 Moreover, it should be possible for a trainee to take re-tests of failed modules. However, if failure persists, then employment should be terminated or alternative duties assigned for which the person is more capable.

4. Security Awareness Training

4.1 The purpose of security awareness training is to ensure through education and communication that every employee and staff member understands that they have a role in preventing acts of unlawful interference and that everyone can make a difference if they are vigilant.

4.2 At a lesser, but still vital level, passengers and the general public can play a role in preventing acts of unlawful interference by being observant and reporting any unconventional behaviour.

4.3 The awareness programme could be communicated by:

- Training sessions
- Posters and signs
- Public announcement
- Video announcement
- Magazine articles
- Security bulletins
- Public speaking engagement

- CDs and Web based courses

4.4 Essentially, the important messages that need to be communicated, whatever method is used are the following:

- Do not leave baggage unattended
- Report suspicious parcels or baggage
- Report suspicious or criminal behaviour, persons or conversations
- Challenge unauthorized persons in restricted areas
- Visibly display restricted area permits
- Check that doors are secured and do not allow unauthorized persons to enter restricted areas
- Ensure that company and customer property is protected at all time.
- Do not accept sub-standard security practices
- Respect and abide by the organization policies and Code of Conduct

4.5 Ultimately, security awareness training will lead to greater motivation for people to become involved in security and to indulge in good security practices.

4.6 In the case of security awareness training recurrent training, testing/evaluation is not necessary as the necessary information and updates can be provided in other ways. The primary goal for such staff is to ensure a high level of awareness on an ongoing basis. However, a security component should be included in any general refresher training programme offered to airport employees.

5. Recurrent Training and Testing/Evaluation

5.1 Regular testing or other means of evaluation should be mandated for those staff whose positions require them to implement security measures. Following any course, testing should be done and employees must be required to pass before going back to work.

5.2 Success marks for tests should be relatively high due to the potential consequences of failure in the workplace.

5.3 Following test/evaluation results, refresher courses should be provided to employees who have scored low. Testing/evaluations should be divided into different categories. That way, employees who score low in one section but well on other could follow courses only on sections where they score poorly.

5.4 The opportunity for re-testing following a failure should be available. Additional training should also be available for employees who fail. If failure persists, employment should be terminated or the employee assigned to other duties for which they are more capable.

5.5 While testing/evaluations should be announced and scheduled prior to taking place, management should perform random monitoring. Employees must be made aware that job performance can be monitored, however time and place of monitoring should not be disclosed. Monitoring should occur fairly often at random intervals and locations. Employees should be made aware that their work will be monitored when they sign their contract of employment.

5.6 Any problems identified during performance monitoring should be brought to the attention of all parties involved as quickly as possible. A quick reaction to any problem will help in bringing a fast solution and to eliminating a gap where a possible security breach could happen.

6. Actions by the Committee

6.1 The AVSEC Committee is invited to note the paper presented and consider including these elements when developing their National Civil Aviation Security Training Programme to ensure proper training of staff and the development of optimal aviation security procedures.

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