



# JOINT REGIONAL SECURITY CULTURE WEBINAR (ICAO ESAF, WACAF & AFCAC)

## A CASE OF RWANDAIR

13 APRIL 2021



# JOINT REGIONAL SECURITY CULTURE WEBINAR

## Scope

- Introduction
- Security culture definition
- RwandAir security policy
- 5 sub-culture
- RwandAir Approach to achieve a positive security culture
- Culture evolution and possible outcome
- Challenge
- Conclusion



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## Introduction

- RwandAir Limited is the flag carrier airline for Rwanda. It operates domestic and international flights to East Africa, Central Africa, West Africa, Southern Africa, Europe, Middle East and Asia, from its main base at Kigali International Airport in Kigali.
- RwandAir also provides ground handling services and security services to customer airlines operating at Kigali International. And the airline is both IOSA and ISAGO certified.



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## Definition

- Culture is 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 behaviors of all entities and personnel within the organization.
- Therefore, security culture will be achieved when security is considered as a core function and a shared responsibility at all levels of the organization.

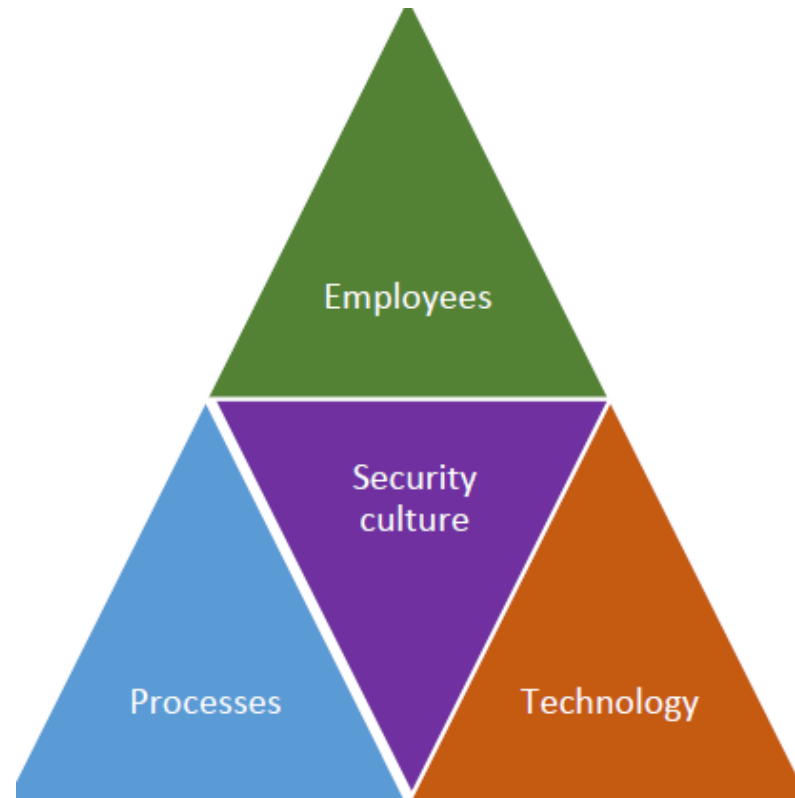


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## Definition cont....

Security culture is fabric that ties the main elements of an organization together



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## RwandAir Security Policy

- RwandAir has developed and maintains a security program in compliance with the requirements of Rwanda National Civil Aviation Security program, Civil Aviation Regulations and security requirement of other states where it operates.
- It is RwandAir' s Policy to promote security awareness, establish security culture and set objectives and performance standards at every staff level.
- It ensures a free flow of information with regards to security issues and threats as matters related to security are not negotiable.



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## RwandAir Security Policy

- All senior and front line management personnel have operational security responsibilities included as core accountability in their job descriptions.
- RwandAir upholds a Non-Punitive and no Blame policy of reporting within organization to ensure that; unpremeditated errors committed inadvertently, will have no disciplinary consequences against the reporter writer or anyone else, unless it is proven that the event is the result of unlawful acts, gross negligence or subsequent bad conduct.



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## Five sub-culture

Professor James Reason outlined 05 sub-culture of Safety Management System, that are equally applied to security and these have generated positive impact in RwandAir:

1. Reporting culture
2. Just culture
3. Learning culture
4. Flexible culture
5. Informed culture



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## RwandAir approach to achieve a positive security culture

Security culture cannot be changed quickly, but influence over time, and RwandAir has emphasized on the following elements:

1. Training ( initial & recurrent training as well as OJT and security awareness)
2. Accessibility of security documents
3. Display of the company policy in offices, meeting and training rooms
4. Availability of SOPs
5. Briefing and debriefing (which takes safety, security and customer care approach)
6. Display of the current threat levels (threat status)
7. Effective quality control



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## Outcome of the approach

- Employees are engaged with, and take responsibility for security issues
- Levels of compliance with protective security measures increases
- Risk is reduced by employees thinking and acting in more security conscious ways
- Employees identify and report behaviors/activities of concern
- Employees feel a greater sense of security
- Security is improved without the need for large expenditure
- Consistence high performance in IOSA and ISAGO audits



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## Culture evolution and possible outcome

Elements	Pathological Culture (power-oriented)	Bureaucratic Culture (Rules-oriented)	Generative Culture (Performance-oriented)
Information	Hidden	Ignored	Sought
Messengers	Shouted	Tolerated	Trained
Responsibility	Shirked	Boxed	Shared
Reports	Discouraged	Allowed	Rewarded
Failures	Cover-up	Merciful	Scrutinized
New ideas	Crushed	Problematic	Welcomed
Resulting organization	Conflicted organization	Red taped organization	Reliable organization



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## Challenge

### Mindset

- Employees see security measures as a burden and waste of time
- employees not willing to challenge each other or afraid to report possible incidents
- Security considered as a cost not an assets
- Organization prioritization of resources



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## Conclusion

- Security should be an integral part of the organization management plan.
- Organization should adopt performance oriented culture
- Every employee including line and operational managers, must be aware of the current security threat and remains constantly vigilant for potential security lapses and acts of unlawful interference
- Continuous security awareness training



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**THANK YOU!**

**MURAKOZE!**

