

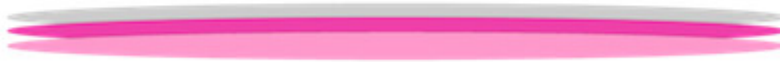
# SECURITY CULTURE

State of Kuwait

دولة الكويت

الإدارة العامة للطيران المدني

Directorate General of Civil Aviation





## Introduction



**Your colleagues from Kuwait DGCA would like to share with you their thoughts and concerns; in regards to the importance of a strong security culture, and to emphasize the need of increasing organizational & public awareness and understanding of threats and risks . This topic was derived from experiences we encountered in KIA that in our view worth sharing with professionals in AVSEC world hoping such topics can contribute to a better security.**



## Objective



**Objective of this paper is to shed light on security inconsistencies observed by the regulatory in the airport related to weak security cultural, try to decide the root cause behind it , and come up with action plan.**



## Definition



**Organizational culture** is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization.



**Security culture** is that sum of all of the above characteristics and attitudes in any security organization/entity and its individuals, that establishes and governs how security is perceived and implemented.

Security culture has to be inherent in the thoughts and actions of all the individuals at every level in an organization.

In another wording to make security violations socially and morally unacceptable.



## Security Cultures in Airports



### Organizational Culture

**Security providers at airport (MOI, AIRLINES, and Operator) are expected to meet international and local authority's standards and recommendation, and since each entity has a different culture. i.e., military culture, civilians with basic training and an airline with a professional training. This diversity lead to confusion and responsibilities overlapping, which in turn impacted quality of security.**



## Passenger Culture

**Another cultural that exists in airports is passenger culture, which is another important factor that directly impacts security quality; which need to be understood and dealt with by airport's security providers, specially when dealing with diversified culture (different education levels, religion, social relations, origins.....).**



## Impact of Security Culture in AVSEC



**Weak organizational and passenger culture will obviously lead to a weak security standard which can be evident during inspection and audits and can be in the form of; but not limited to:**

- Missing or outdated documents.**
- Staff not searched nor showing their security badges.**
- Insufficient staffing, inadequate training, staff recruitment and background checks.**
- Standard of passenger screening**
- Standard of bags search and screening.**
- Standard of Cargo security.**
- Standard of Access point checks.**





## Improving weak culture

**To change or create organization security culture; although it is a requirement but is a very challenging and lengthy task and is a part of the overall organization culture.**

**So we are facing a difficult task. Although writing standards, acquiring latest technologies, building state of the art facilities, are all important; however we will concentrate in an important factor that is not visible or not appreciated by many; which is *awareness*.**



**Awareness is the gate to a strong security cultural. Being aware of the importance of security, risks and available safeguards is of crucial importance.**

**However awareness is closely linked with competence and knowledge in all levels in the organization.**



**Without adequate knowledge no real awareness is possible.  
And knowledge is achieved by,**

- Effective training program/plan**
- Prober staff recruitments ( education, experience and background checks )**
- Adhere to international/national standards and recommendations.**
- Effective internal quality control division.**
- Take part in international/ national conferences, seminars, workshops...**



## Conclusion

**From the above and to conclude our presentation, it is worth mentioning here that the ideal approach to foster a strong security culture would be**

- Security should become an integral part of the organizations management plan and should lead any corporate changes needed.**
- Security goals should be developed, with accountability clearly specified.**
- Goals should be simple, measurable, achievable, realistic and tangible; and Should adhere to a predetermined timetable.**
- Managers should report both successes and failures with the same level of enthusiasm.**



**THANK YOU FOR  
ATTENTION**



**AERODROME CERTIFICATION AND  
SECURITY DIVISION  
AVIATION SAFETY DEPARTMENT**



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