Eleventh North American, Central American and Caribbean Directors of Civil Aviation Meeting (NACC/DCA/11)
Varadero, Cuba, 28-30 June 2023

Agenda Item 5:   **NAM/CAR Regional Aviation Security/Facilitation Implementation**

ASIA PACIFIC ECONOMIC COOPERATION (APEC) *BUILDING A CULTURE OF SECURITY AND COUNTERING THE INSIDER RISK* **PROJECT**

(Presented by United States)

EXECUTIVE SUMMARY
In support of the International Civil Aviation Organization (ICAO) Year of Security Culture (YOSC) initiative, the United States conducted the *Building a Culture of Security and Countering the Insider Risk* project under the auspices of the Asia Pacific Economic Cooperation (APEC). The goal of the project was to assist APEC Members in addressing and improving aviation and airport workers' engagement with and responsibility for security issues, as well as identifying and reporting behaviours and activities of concern to the appropriate authorities. As outputs of the project, the United States is sharing the Project Summary and Best Practices Guidelines (refer to paragraph 1.3) with the ICAO North American, Central American and Caribbean (NACC) Contracting States for consideration when developing and implementing a culture of security and countering the insider risk.

Action:	- Review the Project Summary and the Best Practices Guidelines documents, linked in paragraph 1.3; - Work with the Secretariat to promote the Best Practices Guidelines for regional dissemination and consideration; and - Share this information with the various regional aviation security (AVSEC) groups within the NACC to assist with building a culture of security and countering the insider threat regionally.
Strategic Objectives:	Strategic Objective 3 – Security & Facilitation
References:	- ICAO Year of Security Culture Website[1] - ICAO Security Culture Webinar[2] - ICAO Security Culture Toolkit and Resources[3]

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[1] Refer to https://www.icao.int/Security/Security-Culture/Pages/YOSC-2021.aspx
[2] Refer to https://www.icao.tv/videos/the-icao-security-culture-webinar
[3] Refer to https://www.icao.int/Security/Security-Culture/Pages/ICAO-Resources.aspx

1.   **INTRODUCTION**

1.1   The 40th ICAO Assembly designated 2020 as the ICAO YOSC and highlighted the importance of a strong Security Culture in aviation with the adoption of Assembly Resolution A40-11 *Consolidated statement on continuing ICAO policies related to aviation security*. Due to the impact of the COVID-19 pandemic on aviation and planned YOSC events in 2020, the ICAO Council extended the YOSC to 2021. During the year and continuing thereafter, Security Culture has been emphasized as an imperative that states, industry stakeholders, and aviation organizations should champion to increase the resiliency of the global aviation workforce, to ensure that security requirements are never compromised, and to amplify the importance of security awareness of all constituents within the aviation domain.

1.2   In line with APEC's commitments to enhancing transportation security and the priorities of ICAO, under the auspices of the APEC Transportation Working Group (TPTWG), the United States conducted the *Building a Culture of Security and Countering the Insider Risk* project. The objectives of the project were three-fold: 1) ensure participants understand the importance and concepts of Security Culture and how they relate to their domestic AVSEC regimes; 2) increase participants' knowledge of the insider threat within the aviation domain and how to better leverage stakeholder buy-in to mitigate that threat within a resource-constrained environment; and 3) build support for participants' strategies for implementing Security Culture concepts and best practices within their domestic operations, and employing risk analysis and mitigation principles.

1.3   The APEC Security Culture Project was successfully conducted from February 2021 to November 2022. It included 44 participants and 25 experts and speakers from APEC Members[4] and Industry actively participating in two virtual workshops and project evaluation instruments, such as questionnaires and mid-project and follow-up surveys, and culminated in an Outreach Campaign Briefer, as well as two project deliverables that were published by APEC – APEC#222-TR-01.4: *Building a Culture of Security and Countering the Insider Risk* Project Summary[5] and APEC#222-TR-03.1: *Building a Culture of Security and Countering the Insider Risk* Best Practices Guidelines[6]. To ensure the sustainability of the project and its principles, the United States committed to sharing the project deliverables with ICAO to inform on the work being conducted within APEC on the development and implementation of Security Culture, and to encourage ICAO to continue the project and further promote implementation of the project principles.

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[4] Including some NACC Contracting States: Canada, Mexico, and United States
[5] Refer to https://www.apec.org/publications/2022/12/building-a-culture-of-security-and-countering-the-insider-risk-project-summary
[6] Refer to https://www.apec.org/publications/2022/12/building-a-culture-of-security-and-countering-the-insider-risk-best-practices-guidelines

2.   ***BUILDING A CULTURE OF SECURITY AND COUNTERING THE INSIDER RISK***

2.1   The goal of the project was to assist APEC Members in addressing and improving aviation and airport workers' engagement with and responsibility for security issues, as well as identifying and reporting behaviours and activities of concern to the appropriate authorities. The project assisted APEC Members in understanding the importance of Security Culture, how to design programs and policies that enhance security awareness and improve their organization's culture of security, particularly within the airport operating environment. The project also underscored the fact that an effective Security Culture and raising all constituents' security awareness can benefit the APEC region's aviation network, and ultimately the global transportation network, by establishing a safe, secure, and resilient system and community. The project highlighted that, by building a robust culture of security, these goals could be achieved without the need for major resource expenditures.

2.2   Throughout the project, participants were encouraged to share best practices to build a culture of security within their aviation ecosystem. The initial set of recommendations were captured from inputs from the Part 1 Workshop and were included in the Outreach Campaign Briefer (refer to paragraph 1.3 – Project Summary). The Best Practices Guidelines expands on this Briefer and captures additional best practices and lessons learned over the course of the entire life of the project, and includes references and resources that participants and experts offered as crucial to building a culture of security and countering the insider risk.

3.   **BEST PRACTICES GUIDELINES**

3.1   Key themes from the project captured within the Best Practices Guidelines, include: Make a Plan, Understanding Threat in Risk-Informed Ways, Building Stakeholder Relationships, Leadership at Every Level, Benefits of Information Sharing, Public Outreach and Awareness, Lessons Learned from the Wider Transportation Network, Cybersecurity and Information Security, and Evaluating Processes and Programs. When considering where to start and how to ensure the organization embodies and prioritizes it, project participants recognized that Security Culture principles should be included in the organization's Strategic Plan with an associated Implementation Plan that provides concrete steps to achieve those principles and the buy-in of leadership and stakeholders alike.

3.2   Additionally, considering best practices and lessons learned from outside the AVSEC realm may prove beneficial to organizations. As an example, considering the merits of best practices and lessons learned from Safety Culture projects and campaigns that may be relatable to Security Culture may prove beneficial as an organization develops and implements its own projects and campaigns. Another lesson learned from the wider transportation network was the benefits of including intermodal transport operators who provide service to and from the airport in the organization's security awareness campaigns, who can provide additional eyes and ears for suspicious activities reporting and amplify the promotion of security awareness campaigns. Inclusion of intermodal transportation partners in other Security Culture activities, such as emergency exercise planning and table-top exercises, not only expands the culture of engagement for Security Culture, but it also allows diverse perspectives and input to the activity outcomes, further encouraging out-of-the-box thinking and more innovative approaches.

3.3   The Best Practices Guidelines also highlight the necessity of continuously evaluating an organization's policies and programs to determine whether they are achieving their intended outcomes and identify where improvements can be made. Participants underscored that the periodic revaluation of Security Culture programs and policies is vital to ensuring that they are still effective for the current aviation environment, including for any new or emerging threat. Such revaluation could incorporate data from practice drills, exercises, and their "hot washes" to ensure everyone – the workforce, stakeholders, and partners – is trained and ready when an incident occurs.

3.4   While many of the key themes from the Best Practices Guidelines complement the information provided in the ICAO Security Culture Toolkit, the project aimed to explore additional thematic elements not covered by ICAO and expand upon the YOSC materials and resources. The complete *Building a Culture of Security and Countering the Insider Risk* Best Practices Guidelines may be found at the link in paragraph 1.3.

4.   **CONCLUSION**

4.1   At the 2017 APEC Transportation Ministerial Meeting, APEC reaffirmed its commitment to enhancing transportation security by: improving Member Economies' capacity to mitigate vulnerabilities and counter terrorist threats; engaging with other stakeholders within APEC and international organizations (e.g., ICAO); encouraging participation in ICAO priorities, such as the development of Security Culture and human capability programs; and minimizing security risks to transportation by encouraging economies to develop strong and informed security policies and to boost participation in security initiatives. Similarly, the ICAO Council identified priority activities, to include: intensifying collaboration to promote Security Culture in the greater aviation community, where security is everyone's responsibility; and continuing to offer training and assistance focused on promoting an effective and sustainable Security Culture within all civil aviation organizations.

4.2   As remarked during the ICAO Security Culture Webinar on February 16, 2022, and echoed throughout the YOSC, the development of a robust Security Culture is a continuous, dynamic process, and it is imperative for all aviation staff and professionals to keep the Security Culture momentum alive and effective. Accordingly, the United States is pleased to share the outcomes and deliverables of the APEC *Building a Culture of Security and Countering the Insider Risk* project, with the hopes that the continuation of this project and its principles within ICAO and other organizations would result in the emphasis on the interconnectedness of aviation across economies, both regionally and globally.

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