



KINGDOM OF MOROCCO

OFFICE NATIONAL DES AEROPORTS



**Building capacity through
recruitment and training**

Investing in the human element

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UAE

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INTRODUCTION

- The threat of terrorist attack on civil aviation is an ever present danger,
- The last unlawful acts highlighted the overriding objective of the civil aviation security system to use all available resources
- In view of the continuing rapid spread of the terrorism, it is imperative to have a strong and innovative response
- The process that leads to the right person being in the right place at the right time.

INTRODUCTION

- A key component in the successful application of aviation security measures is ensuring that controls are being continually applied in a manner that provides effective security.
- This will require establishing national standards for the recruitment, selection, training and certification of security staff
- The objective being to develop and maintain the expertise of the airport staff.

Considerations when Developing Security system

- What resources are available
- Legal requirements regarding facilitation
- Passenger comfort
- The working environment

Constraints

- Available personnel
- Technology
- Human factors
- Airport space

Step one : Recruiting

An objective of Human Factors considerations in civil aviation security operations is to make the aviation security system resilient to the consequences of human error.

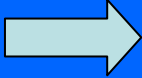
- Passive recruitment
- Active recruitment

Step one : Recruiting

Passive recruitment  Police/military

- Minimizes extent of procedures for vetting
- Uses other organization's resource process
- Self Discipline
- Self Confidence

Step one : Recruiting

active recruitment  general population

- Largest pool
- Greater rejects
- Increased training needs

Step two: selection

Employment Considerations

- Level of necessary skill/knowledge
- Range of security tasks
- Recruitment assistance
- Organization's procedures

Step two: selection

The objective is to select the people who are most able to perform well on the job

- deal with stress and high workload
- interact with different types of people
- Use diverse technologies.

Step two: selection

There is a lack of international standards for selecting the most appropriate candidates for civil aviation security operations

- No specific selection criteria for screeners
- absence of any psychometric assessment.

Step two: selection

Criteria for a Job Description

- Knowledge
- Skills
- Abilities
- Working environment
- Consequences of inability to comply with job requirements

Step two: selection

States have different requirements for potential applicants:

- Belgium requires screeners to be Belgian nationals.
- Netherlands requires screeners to have resided in the country for at least five years.
- France requires screeners to be citizens of a European Union member nation.

Step two: selection

for example the nature of the roles and responsibilities of checkpoint security personnel require personnel:

- highly trained,
- Highly motivated
- adequately remunerated

Step three: TRAINING

The development of appropriate aviation security (AVSEC) training programmes is essential for the effective implementation of States' preventive security measures

Step three: TRAINING

Need for AVSEC Training

All recruits need to be given a comprehensive training course before carrying out any aviation security duties.

A key principle of aviation security training people should receive only the training that is relevant to the work they do.

Step three: TRAINING

“passive” contributors :

- **ID’s holders (2 hours recommended)**

“active contributors” :

- **managers**
- **airport authority and aircraft operators/handling staffs**
- **maintenance staffs**
- **cargo handler staff**
- **catering and refuelling staffs**
- **aircraft crew members**
- **medical and fire fighting staffs**
- **engineers and architects**
- **police, military, customs and immigration staff**

“security teams” :

- **control of access security staff**
- **security check staff**

Knowledge Criteria

- What knowledge is necessary?
- Can the employee's proficiency be tested?
- How often should the employee be tested for comprehension of tasks?

Step three: TRAINING

security teams

includes two major parts:

- initial employment training (IET)
- on-the-job training (OJT).

complemented by computer-based training (CBT).

TIP can be used as IET, OJT or CBT

Efficiency /effectiveness

- Passenger/baggage throughput
 - Number of passengers processed and the average amount of time used to process with the equipment
- Threat detection
 - TIP performance
 - Incident reports.

Investing in the human element

The phenomenon of high turnover rates among aviation security personnel allowing airport authorities to maintain highly skilled, trained, may be attributed to several reasons:

- low wages and minimal benefits,
- High commuting costs to and from the airport,
- infrequent supervisor feedback,
- frustrating and stressful working conditions

Investing in the human element

PERSONNEL RETENTION

Sustainable Security concept could be the solution for retaining highly skilled civil aviation security personnel



TRAINING

Mohammed VI International Academy of Civil Aviation

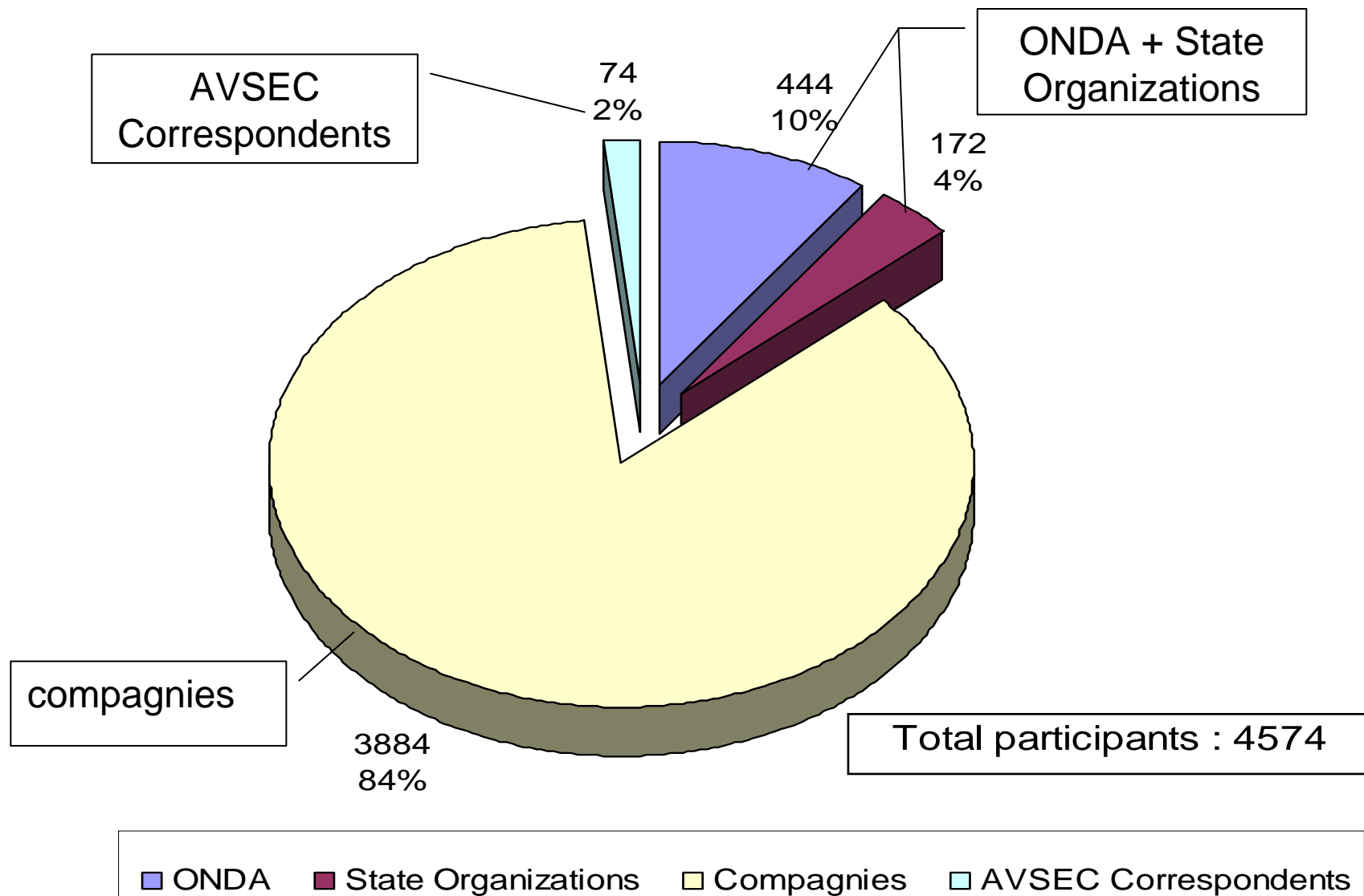
- is a training complex of the National Airports Authority of Morocco (ONDA).
- The vocation of the Academy is to provide high standard and top quality training of global aviation training. not only to meet national needs. but also to serve regional and international requirements.

TRAINING

Institute of Aviation Security

- The IAS is regional centre of the ICAO
- Its mission emanates from the ICAO recommendations which states the need for governments, airlines and airports, to develop standardized and integrated training programs for their security personnel.
- The Institute offers complete AVSEC (Aviation Security) training for regional use dispensed to the security staff of the various bodies entrusted for ensuring security to people and goods transported.
- Training is provided by STP (Standard Training Package) designed according to the ICAO TRAINAIR methodology in three languages; Arabic, English and French.

Familiarizing with Airport Security





National AVSEC Experts Training Program

1st Group: 20 participants

ASTP : Instructors – Management – Cargo – Crisis Management – AVSEC Exercises and National Auditors.

2nd Group: 18 participants

ASTP : Instructors – Management – Cargo – Crisis Management – AVSEC Exercises and National Auditors (scheduled in 2006).

Target Population : ONDA - DGSN - GR - DAC - Customs - RAM and RGL.



ICAO TRAINING

- **HOSTAGES NEGOCIATION - Level I & II -**
 - Participants : 12
 - Countries : Algeria, Commores, Morocco, Togo, Senegal and Cameroun.
- **INSTRUCTORS CERTIFICATION**
 - Participants : 11
 - Countries : Algeria, Benin, Morocco, Senegal, Ivory Coast and Cameroun.