

4th African-Indian Ocean (AFI) Aviation Week
22 – 25 May 2017, Botswana

2nd AFI Security Symposium
24 May 2017

Session 3: Emerging Threats
An Approach to Managing Emerging Threats

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Threats against Civil Aviation Eco-System

- Terrorists continue to view civil aviation as an attractive target.
- Innovative ways to target the international civil aviation system
- Increased complexity and interdependencies of civil aviation eco-system
- Need to be more flexible and nimble in dealing with existing and emerging threats
- Look at risk factors. Measures should be cost-effective and practical

An Approach to Managing Emerging Threats

- A critical point is human factors
- Ultimately, aviation security systems and regimes cannot be effectively implemented without the need for personnel
- All aviation security policies and decisions are also made by personnel
- Even if the best security equipment is acquired, it will still need people to operate, maintain and use the equipment effectively

An Approach to Managing Emerging Threats

The importance of **Security Culture**

- Success in addressing and mitigating emerging aviation security threats starts with the Will To Want To Do So
- This stems from the very important aspect of establishing and promoting a healthy and positive security culture amongst all players in the civil aviation eco-system

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- Promoting a strong security culture is NOT asking everyone to become or behave like security officers
- But to be conscious of the importance of upholding security in civil aviation operations



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Security Culture

- Very often aviation security is perceived as only responsibility of those directly involved in development and implementation of security measures
- No longer tenable. Global nature of operations, increased complexity, interdependencies and cross-sectorial impact of emerging threats
- Civil aviation security incidents due to or linked to vulnerabilities in application of security measures by personnel – Humans are the weakest link

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Security Culture – It is for People, not assets

- What is Security Culture?
 - What happens with security when people are left to their own devices
 - Organisational culture which encourages optimal security performance
 - All personnel recognise and accept 'security is everybody's responsibility'. Security culture helps to achieve this and address emerging threats

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Security Culture

An essential aspect of aviation security, may manifest in:

- Awareness of and alertness to security risks and role in eliminating or reducing those risks
- Taking responsibility, be pro-active and take decisions autonomously in case of security breaches or incidents
- Challenging other employees when there are irregularities (which could mitigate insider threats)

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Security Culture may manifest in:

- Immediately reporting incidents or deficiencies that may have security relevance
- Critical-thinking, interest in finding potential security loopholes and solutions for more efficient and effective security measures
- Correct handling of information

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Security Culture

- Takes time to develop, is a long-term process and needs to be sustainable
- Many elements contribute to building a strong security culture within an organisation:
 - ❖ Full Support and Commitment of Organisational Leadership
 - ❖ Security Awareness Training of all staff & Establishment of Security Awareness Programmes at workplaces
 - ❖ Confidential Reporting lines and Feedback mechanisms
 - ❖ Incentive & Recognition systems

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Security Culture

Improving Security Culture

- **Security Belongs to Everyone**

All have a part to play



- **Promoting Security Awareness and Common Purpose**

Establishing Security Awareness Programmes for Community: Airport, Airline and Service Providers

- Briefings, Training, Sharing Best Practices & Experience
- Action: What to lookout for, What to Do, Who to Call - Hotline No.

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Security Culture

Improve Security Culture

- **Interesting, Creative & Engaging Approach**

- **Reward and Recognition**

Go beyond punitive action and celebrate the successes

- **Building a security community**

Help sustain security culture, connect people across organisations and bring everyone together

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Enhancing Human Resource Training & Capacity-Building

- Importance of developing and training of staff cannot be over-emphasised



- Human factors reflected in several of ICAO Annex 17 SARPs, such as requirements for selection, training and certification of personnel. States audited to ensure compliance with SARPS and give due regard to training and capacity-building

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Enhancing Human Resource Training and Capacity-Building

- As threats evolve and terrorists try to defeat the civil aviation system, all personnel must be trained to understand the need for all airport personnel to be vigilant and play their part, even if small, to counter these threats
- A well-trained, motivated and professional work force is critical prerequisite for effective aviation security, including many emerging challenges

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Enhancing Human Resource Training and Capacity-Building

- The quality of personnel at every level, including management to personnel overseeing operations, line personnel implementing day-to-day measures and processes, is very important
- Constant need to develop and deploy personnel who are properly trained, skilled and possess the necessary understanding of goals and measures
- Personnel who need to be upgraded in knowledge and skills should also be sent for re-training

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- Due to limited resources and competing demands on States, priority areas for development and training of staff involved in protection of civil aviation could include:
 - ❖ Develop and Review National Training Programmes, taking account of risk
 - ❖ Professionalisation of work force
 - ❖ Ensure Continuous Performance
 - ❖ Audits and Inspections

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Strengthening Coordination and Cooperation

- ICAO, States and many international and regional organisations consistently recognised importance of coordination and cooperation to enhance aviation security
- One way for States to better manage the emerging security threats is through strengthening the coordination and cooperation within and between States and other stakeholders
 - Sharing Best Practices
 - Training & Capacity-Building



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Strengthening Coordination and Cooperation

- Necessary, timely and opportune that appropriate and practical measures be taken to strengthen coordination and cooperation
- Security threats to civil aviation operations have become more complex and cut across borders and domains
- Effective, robust and sustainable coordination and cooperation

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Strengthening Coordination and Cooperation

- Some key guiding principles:
 - ❖ **Respecting the spirit of cooperation** defined in bilateral and/or multilateral Air Services Agreements
 - ❖ **Recognising Equivalence of Security Measures**
 - ❖ **Risk-based Approach**
 - ❖ **Focus on Security Outcomes**
 - ❖ **Sustainability**

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The Global Aviation Security Plan (GASeP)

The GASeP replaces the ICAO Comprehensive Aviation Security Strategy (ICASS) to address needs of States and industry in efforts to enhance aviation security, through achieving 5 key priority outcomes:

- a) Enhance Risk Awareness and Response
- b) Develop Security Culture and Human Capability
- c) Improve Technological Resources and Innovation
- d) Improve Oversight and Quality Assurance
- e) Increase Cooperation and Support

THANK YOU



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