



International Civil Aviation Organization

WORKING PAPER

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ASSEMBLY — 36TH SESSION

EXECUTIVE COMMITTEE

Agenda Item 15: Aviation Security Programme

STRATEGIC SECURITY MANAGEMENT SYSTEM

(Presented by Thailand)

EXECUTIVE SUMMARY

The Aviation Security Threat is ever higher in today's world. The level of vulnerability must be commensurate with the level of the threat. The strategic security management system is the only way out. The strategic security management should be integrated into strategic business plan. No security; no business.

Action: The Assembly is invited to request the Council to ensure that:

- a) the ICAO Security Manual (Doc 8973) is updated to include threat, vulnerability assessment and AVSEC networking; and
- b) the strategic AVSEC management system be well established in order to enhance control of the modern security threat.

Strategic Objectives:

This working paper relates to Strategic Objective B.

Financial implications:

References:

1. INTRODUCTION

1.1 Security and safety have common elements at the output, which are destruction, damage, injury and fatality while the elements of input and process are significantly different. The input of security is the intention to establish protective measures to defend against threats or risks and the process is the security programme. The terms security programme and security management system are different in their elements. The meaning of “Management System” is more than just a programme.

1.2 Today, the threats in aviation security have become increasingly serious. To establish measures commensurate with the higher threat level, it is necessary for ICAO to implement strategic aviation security management system.

Word to remember “Garbage in ; garbage out”

2. THE INPUT OF AVIATION SECURITY MANAGEMENT SYSTEM:

2.1 The input to the system is the security risk assessment which is the threat assessment. Results of the assessment will indicate who is behind the threat, their intention and their capability and readiness in terms of technology, innovation of equipment, training of personnel and financial support.

2.2 The threat assessment cannot be made unless intelligence, i.e. information and data is provided. In order to gather information and data of possible threats, there must be an organized aviation security networking and threat reporting system. The report from each member of the AVSEC network must be filed daily or on a regular basis so that effective threat assessment and threat analysis is possible.

2.3 Members of AVSEC network should be well trained and familiar with the entire membership so that they would feel free to share information and data. The membership should include the following groups, Security Operation Center (SOC)., security representatives within the organization, government officers and government and private agencies.

3. THE PROCESS OF AVIATION SECURITY MANAGEMENT SYSTEM

3.1 **Aviation security programme.** Chicago Convention, annex 17 and ICAO security manual are the best documents on which to base the National Aviation Security Programme, Airport Security Programme (for each airport) and Airline or Aircraft Operation Security Programme. These programmes are not Local Security Programmes.

3.2 **Local Airline Security Programmes.** Sometimes airlines and other aviation-related operators at airports are overlooked by the authorities when drawing up the local security programmes. These programmes should be a combination of the local airport AVSEC programme and airline head office AVSEC programme. Local Airline AVSEC programmes should be a collaboration between the airport authority and the airline serving that airport. The local airline AVSEC programme must be approved by the appropriate authorities.

3.3 **Level of Security Measures: Vulnerability.** The level of security measures of each airport and airline depends on the level of identified threats. The level of the threat will be commensurate with the level of vulnerability comprising issues including security measures, organic security and security hardness. The level of vulnerability can be assessed by inspection, audit and surveillance.

Word to remember “Vulnerability is a controllable factor ; you can control the incident.”

4. **STRATEGIC AVSEC MANAGEMENT SYSTEM**

4.1 In order to achieve the business goals and objectives, appropriate AVSEC authorities, airports, airlines and airport service providers should integrate strategic AVSEC management into their management system.

4.2 In all elements of a strategic plan, such as vision, mission, policy, goal, objective, procedure, and instructions with key performance indicators, the AVSEC strategy must be embedded.

4.3 The AVSEC strategic plan should also incorporate elements similar to the balance scorecard:

- Financial perspective
- Customer perspective
- Internal process perspective
- Learning and growth perspective

5. **CONCLUSION**

5.1 With a rapid of technological development around the world, the AVSEC threat has become significantly higher than ever before. The level of vulnerability must commensurate with the level of the actual threat. Integration of AVSEC strategic plan into the business management system is an essential tool to ensure business survival.

Word to remember “No security; no business”

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