Session I

Introduction
Opening of the Security Culture Seminar

Ricardo Fernandes
ICAO AVSEC Panel Member – Portugal

Member of ICAO Working Group on Training (WGT)

Security Culture Seminar

- **Security Culture and Human Capability** – One of the Key Outcomes of the **GASeP**.
- Fully supported by ICAO WGT of the AVSEC Panel who have developed this Seminar in collaboration with ICAO Secretariat.
- Importance of establishing and maintaining a **strong and robust security culture**, alongside the development of human capital, skill and competency.

Security Culture Seminar

- Security Culture in an organization is an essential component of a protective security regime.

- Security Culture supports and maintains a risk-resilient organization, that mitigates both insider threats and external threat.

Security Culture Seminar

- Include presentations and interactive group exercises led by UK subject-matter expert.
- Participants will have the opportunity to:
  - understand what is necessary to build a security culture and the benefits of implementing and maintaining it.
  - Learn and share best practices to develop behaviour change campaigns.
  - Understand the tools to implement a positive security culture.

Security Culture Seminar

- I – Introduction
- II - Understanding what is Security Culture
- III - Benefits of an effective Security Culture
- IV - Project Plan and implementation
- V - Interactive Exercises
- VI – Conclusions by the Rapporteur of WGT of the AVSEC Panel

Session II

Understanding What is Security Culture

What is Security Culture?

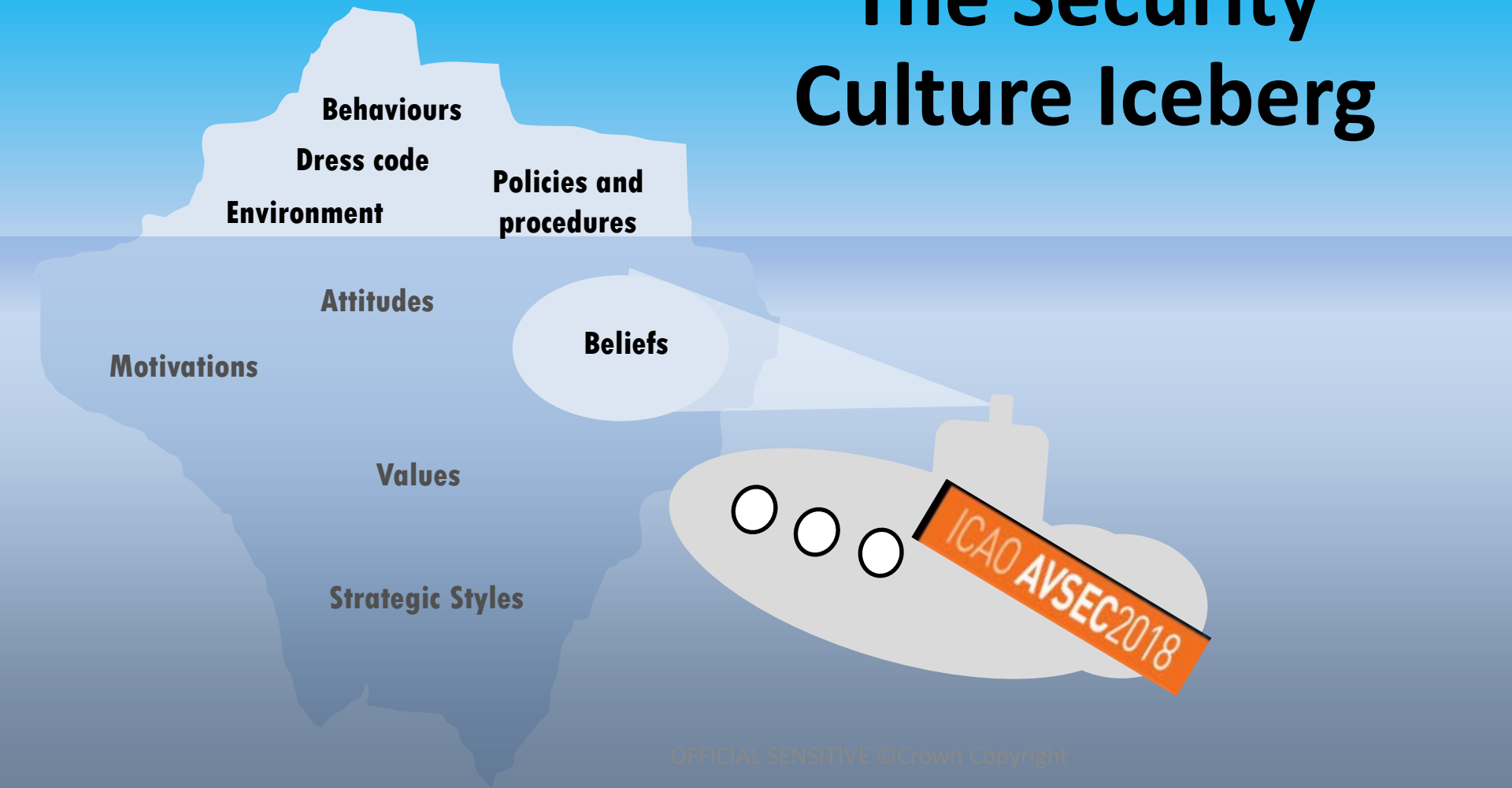
- Largely unconscious
  - "Just the way things are done around here"
- No "one size fits all".

What is Security Culture?

An organisational culture that encourages optimal security performance through a set of norms, beliefs, values, attitudes, and assumptions.

These norms, beliefs, values, attitudes, and assumptions determine how people are expected to think about and approach security.

The Security Culture Iceberg



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Section III

Benefits of an effective Security Culture

Why assess Security Culture?

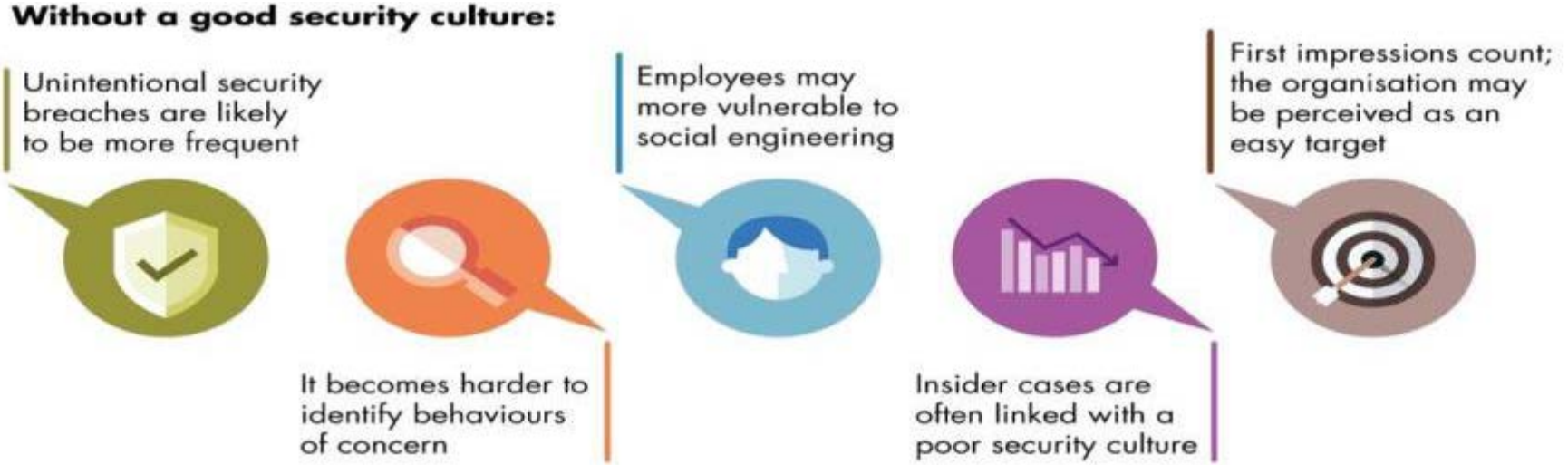
People help keep your organisation secure (alongside buildings and IT systems)

The landscape has changed – working practices, technology, threats

The **security behaviours and practices** we need staff to demonstrate may have changed

Organisational approaches, processes and activities may required change to help support employees with being security savvy

Why is Security Culture important?



- Cross context – physical, cyber, personnel – “holistic”

The Insider Threat

Metrojet Flight 9268 – Oct '15

ISIS Publishes Photo of Purported Russian Jet Bomb

2 Airport Workers Held Over Metrojet Bombing

The Insider Threat
Daallo Airlines
Feb ‘16

Aviation Industry – Example

BBC Sign in News Sport Weather iPlayer Sounds

NEWS

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Business Your Money Market Data Companies Economy

Heathrow fined for USB stick data breach

8 October 2018 Share

Heathrow Airport has been fined £120,000 by the Information Commissioner's Office for "serious" data protection failings.

The External Threat –
Assessing state of security from a hostile's perspective….

Essential Ingredients for an effective Security Culture

- Communication & awareness of risks
- Clear roles in security
- Supportive Processes
- Personal ownership /senior sponsorship
- Clear guidelines & procedures
- Reporting and challenging
- Incentives/ Enforcement

Essential Ingredients for an effective Security Culture

Communication & awareness of risks

Attaining a strong security culture that is fit for purpose rests on a good understanding of what risks the organisation faces

- Risks must be properly understood at all levels of the organisation (e.g. board)
- Staff undertake awareness training to develop awareness of risks
- Understanding risks helps to educate people as to why security is important to them and their organisation

Essential Ingredients for an effective Security Culture

Personal ownership /senior sponsorship

- All staff should take ownership and responsibility for their role in security
- Staff should be proactive and make decisions autonomously in the event of security occurrences
- Appropriate senior leaders and managers should visibly endorse security initiatives

Essential Ingredients for an effective Security Culture

Clear roles in security

In order to act as part of the security function, staff must understand clearly what their roles and responsibilities are in relation to security

- Clear guidelines and policies that are embedded in training
- Consistent application of security responsibilities that are properly enforced.

Essential Ingredients for an effective Security Culture

Incentives/ Enforcement

To promote the desired security culture there need to be clear enforcement and inventive mechanisms for security behaviours

- Deliberate or malicious security breaches must be dealt with consistently
- Careful consideration of how accidental security breaches are handled – a clear and consistent policy

Essential Ingredients for an effective Security Culture

Clear guidelines & procedures

In order for security processes to become embedded into culture there must be clearly defined procedures that are well researched (e.g. consultation with staff), and applied organisation wide.

- Apply policies consistently, organisational wide
- Make the policies accessible and available
- Consider channels for how policies might be changed in response to feedback

Essential Ingredients for an effective Security Culture

Reporting and challenging

Reporting mechanisms are a key part of a strong security culture – reporting helps to understand what is going on in security. A strong culture also supports peers challenging one another when security processes are broken/ignored.

- Design reporting mechanisms that are easy to use, and reinforce reporting behaviour (e.g. feedback, visible acknowledgement of the value of reporting)
- Cultivate an atmosphere where it is acceptable to challenge people on their security (easier said than done!)

Essential Ingredients for an effective Security Culture

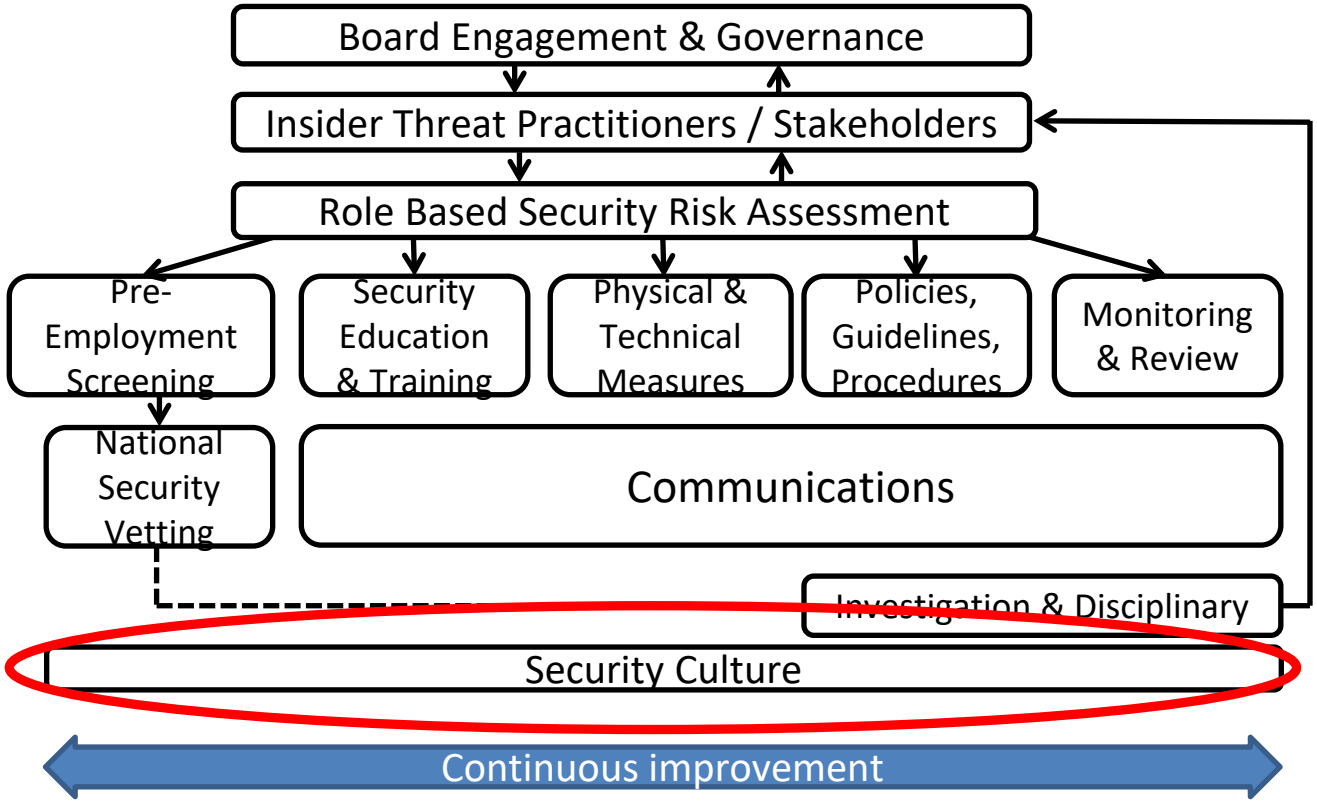
Supportive Processes

Design Supportive Processes and Environment

Security processes should be designed with normal business processes in mind so that they **help** rather than **hinder**

- Security is sometimes seen as obstructive; design systems so that they work more effectively with other business needs (e.g. delivery pressure, work demands (Heathrow example)
  - Must allow necessary time to comply with security measures
  - Foster critical thinking regarding security and in identifying potential security vulnerabilities
- Shape the environment to enable staff to enact security behaviours (e.g. enough storage lockers for personal possessions)

Insider Threat Mitigation Framework



*Operational Requirements

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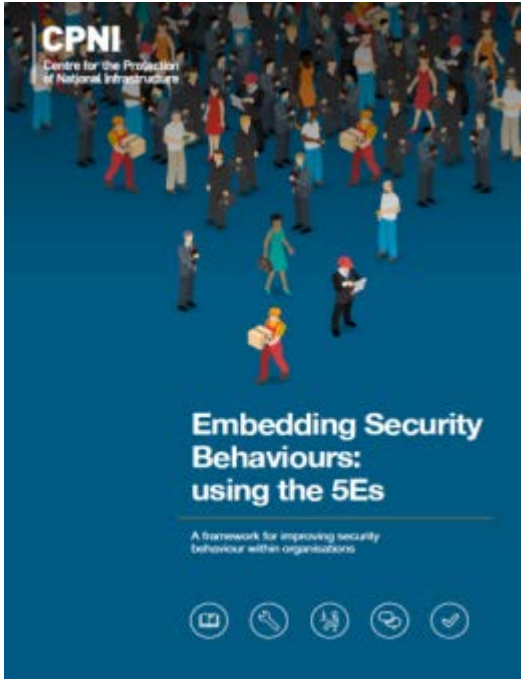
ICAO Tool Kit

Embedding Security Behaviour Change



www.cpni.gov.uk

The 5 E's framework

Complex sites……

Optimising People In Security
- Opportunities & touchpoints

Online Recruitment & Hiring Process

Prior to arriving on Day 1

Day 1 of Employment

Employee Training & Development

Managing Employee Performance

Engaging & Motivating employees

Saying Goodbye

Employee 'Journey': multiple opportunities to deliver key security messages

Section IV

Project Plan Implementation

PROJECT PLAN – Implementation

Understanding your requirements

Defining the aims and objectives of the security culture improvement plan (strategy planning workshop)

Creating the security culture mission statement and strategy (to include identifying the key messages to present to employees)

Developing an implementation plan (workshop to map out a timeline of activity,

Evaluating the impact (identifying key performance indicators and taking measures pre and post the implementation activity)

Security Culture - Airport Example

YOUR LONDON AIRPORT
Gatwick

ECAC News – Autumn 2018

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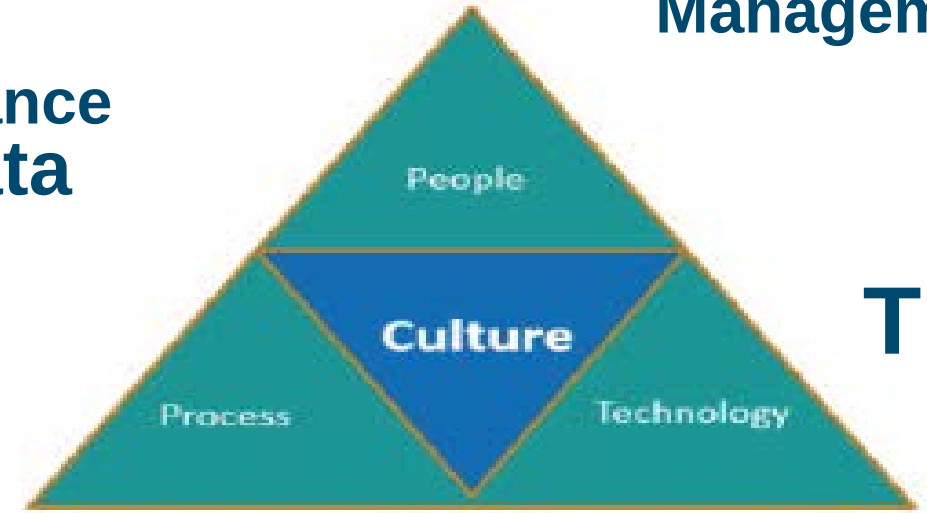
Airport Security
Governance

Leadership & Management Commitment

Performance Data



Stakeholders
The "Gatwick Family"

Airport Values

YOUR LONDON AIRPORT Gatwick

DELIVER BETTER TOGETHER

DELIVER GREAT SERVICE EVERY DAY
Approachable
Proactive
Energetic

BE BETTER THAN THE REST
Challenging
Innovative
Pace

WORK TOGETHER AS ONE TEAM
Integrity
Respect
Accountable

Clear objectives – measured & tracked

Community Education

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Community Engagement

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Voice of the Employee Survey

"Heads Up" Walkabout……

Any Clever Exciting Suggestions "ACES"

Employee Recognition

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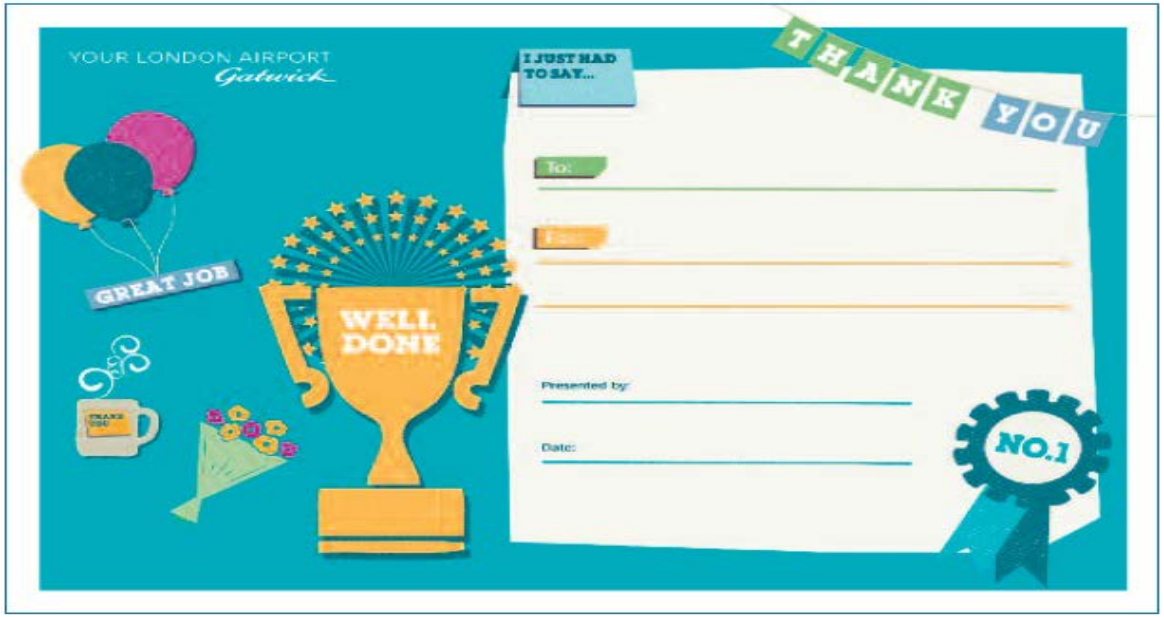

ICAO AVSEC2018
2nd Global Aviation Security Symposium
Montréal, Canada | 26-28 November 2018

Transportation Security Administration

20 mins break

Airport Security DVD to be played

Session VI

Conclusion

Closing of the Security Culture Seminar

An De Lange
Chair of the ICAO Working Group on Training

Next Steps

- A strong security culture is important – focus of the GASeP and the High Level Conference
- Do use the knowledge and best practices learnt to promote a positive security culture back home
- Challenge yourself to change behaviours: develop an Action Plan or organise a Campaign to implement a strong security culture
- The Security Culture Toolkit can help