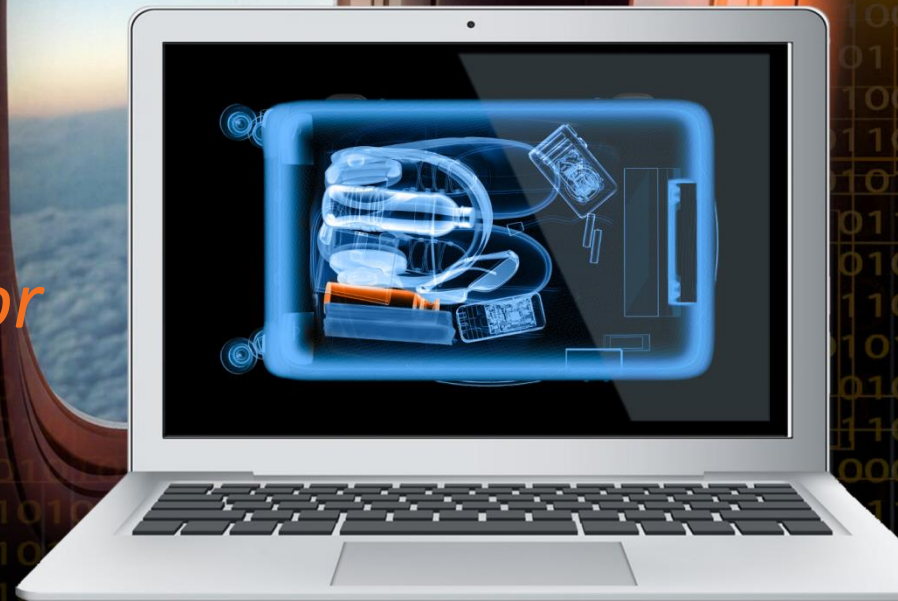


Security Culture

Alison
DfT, Aviation Security Advisor

20 September 2019, Montreal





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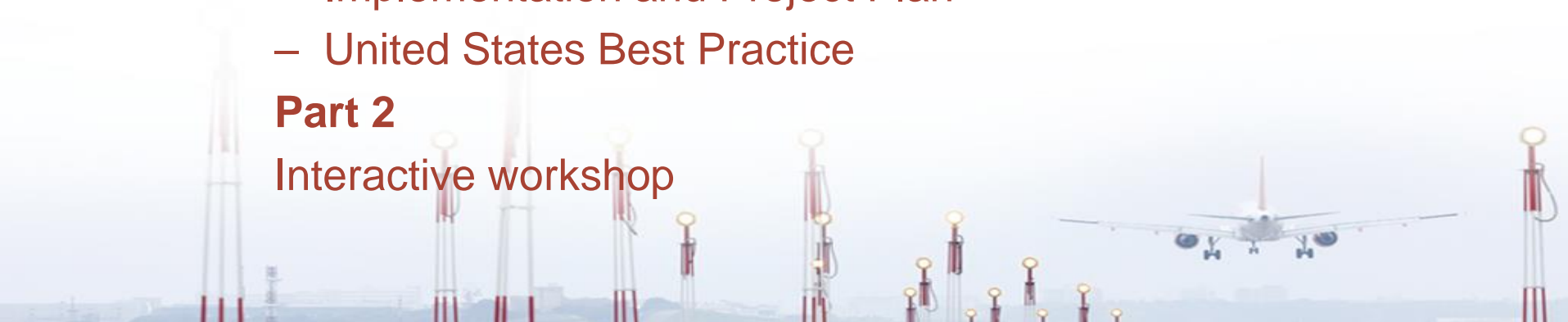
Agenda

Part 1

- Understanding what is security culture
- Benefits of an effective security culture
- Implementation and Project Plan
- United States Best Practice

Part 2

Interactive workshop





What is security culture?

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





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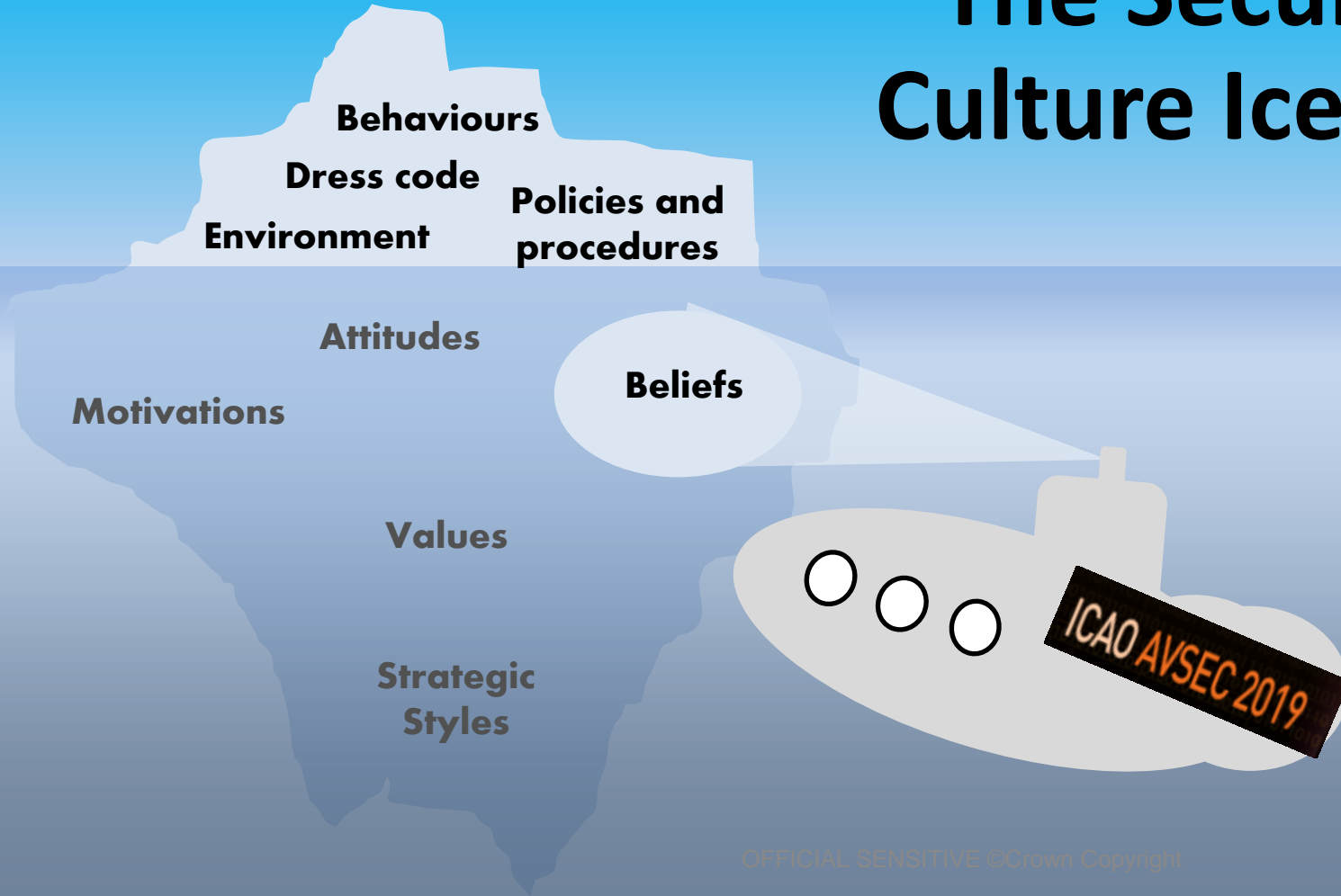


What is security culture?



“The set of **values, beliefs and assumptions**, shared by everyone that **determine** how people are expected to **think about and approach security**”

The Security Culture Iceberg





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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?

Without a good security culture:

Unintentional security breaches are likely to be more frequent



It becomes harder to identify behaviours of concern



Employees may be more vulnerable to social engineering



Insider cases are often linked with a poor security culture



First impressions count; the organisation may be perceived as an easy target



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



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The Insider Threat

- Daallo Airlines, February 2016





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UK Aviation Industry

BBC Sign in News Sport Weather iPlayer Sounds

NEWS

Home UK World Business Politics Tech Science Health Family & Education

Business Your Money Market Data Companies Economy

Heathrow fined for USB stick data breach

5 October 2015

f t e Share



GETTY IMAGES

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



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The External Threat





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Security Culture - Essential components

**Communication
& awareness of
the threat**

**Guidelines
& Procedures**

**Clear roles
in security**

**Supportive
Processes**

**Reporting and
challenging**

**Incentives/
Enforcement**

**Personal
ownership/
Senior
Sponsorship**



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Communication & awareness of The Threat

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. Airport Seniors)
- Staff undertake regular awareness training to develop awareness of risks
- Understanding risks helps to educate people as to why security is important to them and their organisation



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**Personal
ownership/
Senior
Sponsorship**

- All staff should take ownership and responsibility for their role in security.
- Appropriate senior leaders and managers should visibly endorse security initiatives.



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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.



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Incentives/ Enforcement

To promote the desired security culture there need to be clear enforcement and incentive 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



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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



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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!)



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

Supportive Processes

- Security is sometimes seen as obstructive; design systems so that they work more effectively with other business needs (e.g. delivery pressure, work demands)
- Shape the environment to enable staff to enact security behaviours (e.g. enough storage lockers for personal possessions)



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UK's Insider Threat Mitigation Framework

Foundation



Implementing Mitigations



Concurrent Actions





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Products



TOOLKIT ON ENHANCING SECURITY CULTURE

A priority action of the Global Aviation Security Plan (GASP), as adopted by the Council of ICAO, 16 November 2017, is to Develop Security Culture and Human Capability. This document, created by the Aviation Security Panel of Expert's Working Group on Training, seeks to build and promote positive security culture by providing States and Industry with a toolkit of best practices.

Introduction

What is Security Culture?

Security culture is a set of norms, beliefs, values, attitudes and assumptions that are inherent in the daily operation of an organisation and are reflected by the actions and behaviours of all entities and personnel within the organisation. Security should be everyone's responsibility – from the ground up. Effective security culture is about:

- Recognising that effective security is critical to business success;
- Establishing an appreciation of positive security practices among employees;
- Aligning security to core business goals and;
- Articulating security as a core value rather than as an obligation or a burdensome step aside.

Benefits

The benefits of an effective security culture include:

- Employees are empowered, and take responsibility for security issues;
- Levels of compliance with protective security measures increase;
- The risk of security incidents and breaches is reduced by employees thinking and acting in more security-conscious ways;
- Employees are more likely to identify and report behaviours/activities of concern;
- Employees feel a greater sense of security; and
- Security is improved without the need for large expenditures.



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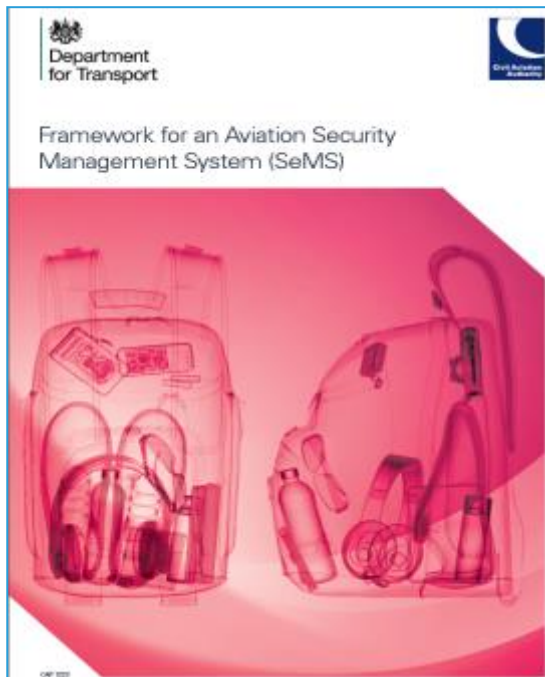


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Products



www.caa.co.uk
CAP1223 & CAP1224



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Products - Embedding Behaviour Change



www.cpni.gov.uk





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A complex site.....





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Security communications



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



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Developing the plan.....



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)



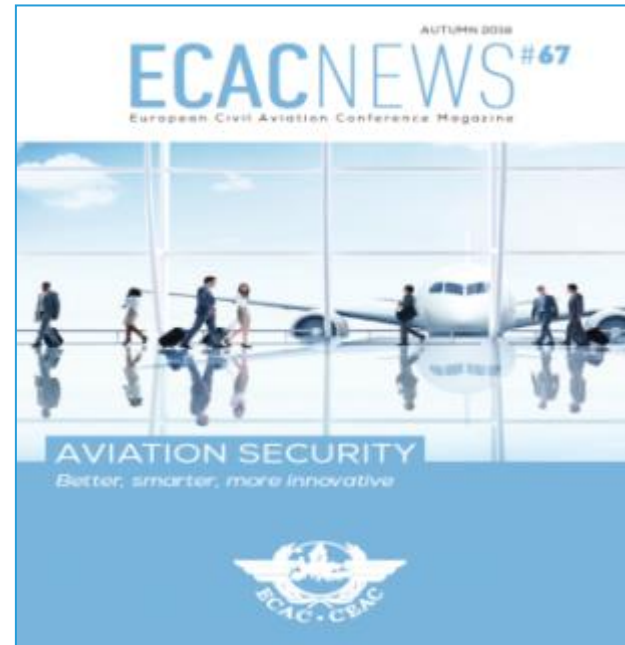
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Security Culture - Airport Example

YOUR LONDON AIRPORT
Gatwick





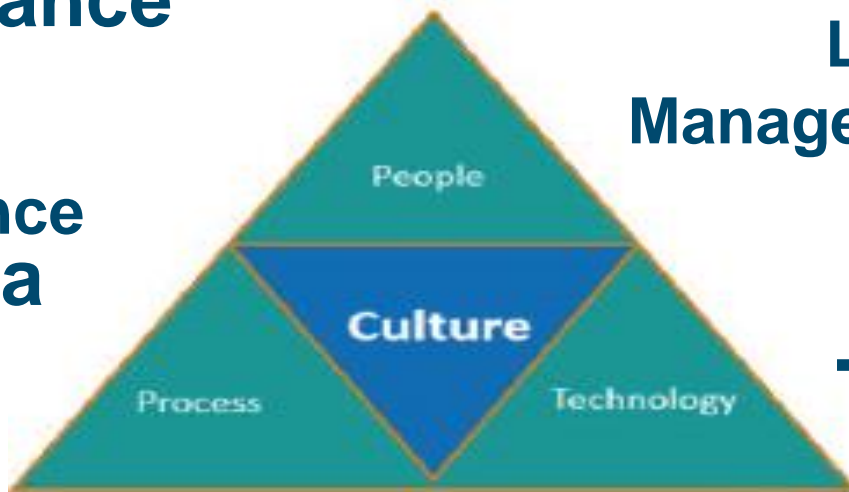
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Airport Security Governance

Performance
Data



YOUR LONDON AIRPORT
Gatwick

Leadership &
Management Commitment

Stakeholders
The “Gatwick
Family”



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Airport Values

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Clear objectives – measured & tracked



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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”



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Employee Recognition

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Gatwick

YOUR LONDON AIRPORT
Gatwick

I JUST HAD TO SAY...

THANK YOU

TO:

FOR:

Presented by:

Date:

WELL DONE

GREAT JOB

NO.1

TRANK MUG

Flowers

Balloons



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United States Case Study..... Mr David Mickalonis, TSA