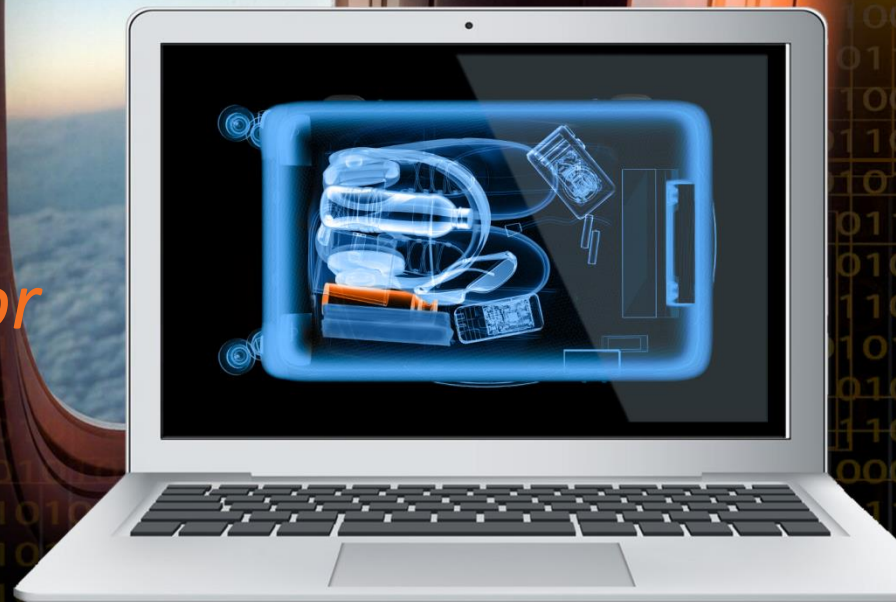


Security Culture

Part 2 –Workshop

Alison
DfT, Aviation Security Advisor

20 September 2019, ICAO, Montreal





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Airport X Case Study

- This is a fictitious airport case study;
- The aim of this session is to provide delegates with a **practical** understanding on how security culture can be successfully implemented across their organisation;
- The session will be interactive and will require participation from all delegates;
- Please work your in the syndicate group you have been assigned to during the group exercises.



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Airport X Case Study

Problem

*Statistics indicate an **increase in breaches of pass holders not displaying their pass whilst airside.***

*Statistics also indicate that **security reporting from the wider (non-security) workforce remains low.***



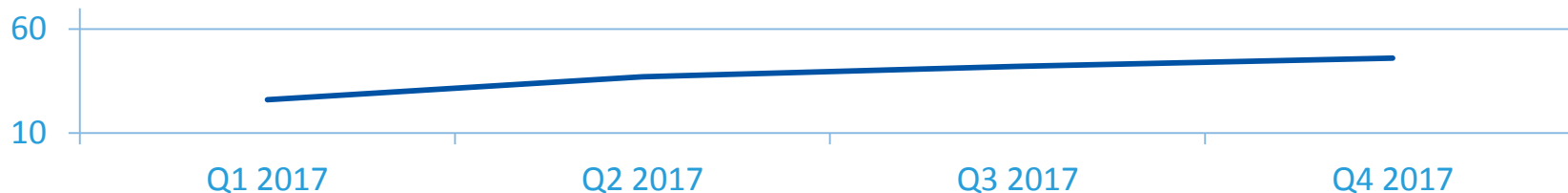
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Airport X Case Study

Non Display of Passes whilst Airside



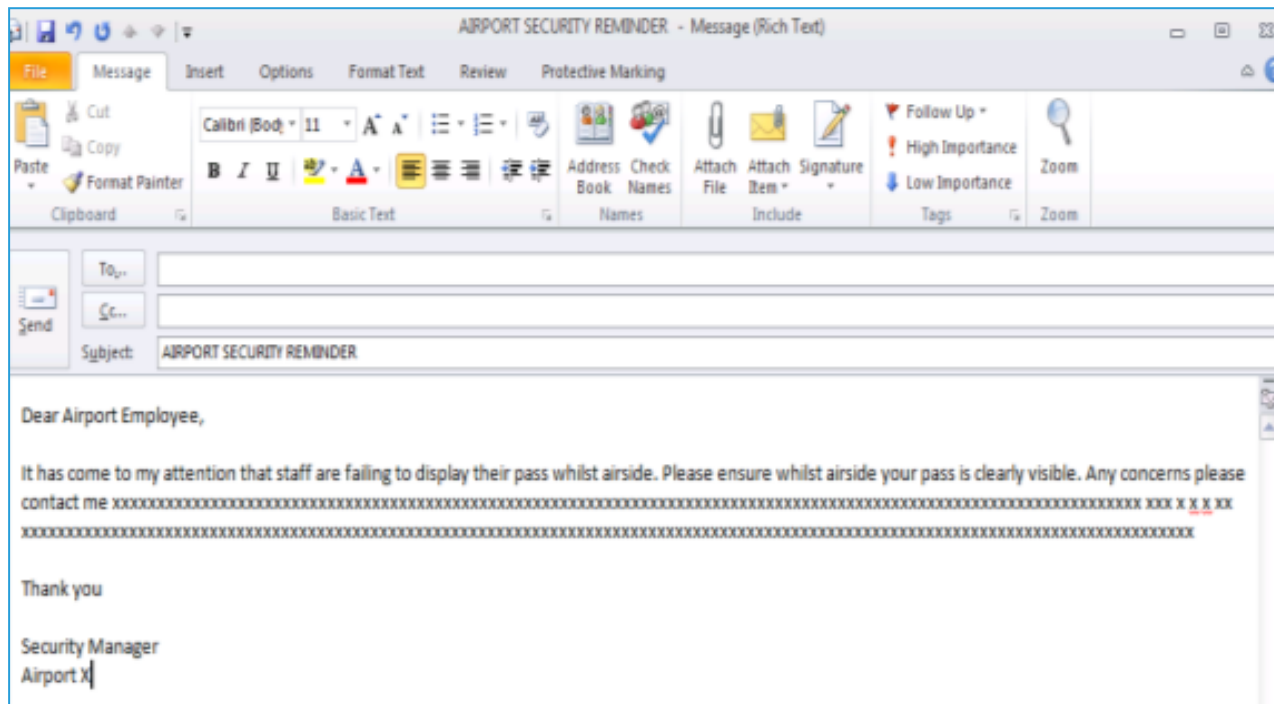
Security Reporting from Airport Workforce





Security Manager – Immediate actions to address these issues

Airport X INTRANET





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Airport X Case Study

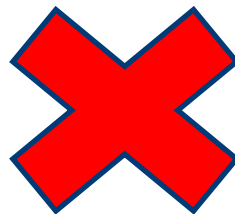
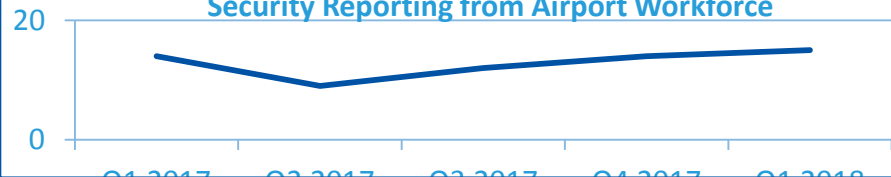
Security Manager – further actions to address these issues

- Reporting of statistics at the **Airport Seniors ‘Quarterly Action Group’**

Non Display of Passes whilst Airside



Security Reporting from Airport Workforce



No Endorsement received
from Airport Management on
Security Managers
initiatives

- To be put on Agenda for next
Meeting in four months time.....



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Airport X
Case Study

THREAT ASSESSMENT



Terrorists plotted to blow up Australian aeroplane, says PM Malcolm Turnbull



MailOnline

Heathrow Airport security officer who helped smuggle 22lbs of cocaine with a street value of more than £1.2million into Britain to help fund his gambling addiction is jailed for 13 years

- Security guard in plot went into work in his uniform after calling in sick
- He was caught by National Crime Agency, who found evidence of previous plots
- Guard is handed 13-year jail as courier and fellow drugs plotters are also jailed
- Judge says guard 'betrayed his employers' to fund a gambling addiction



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Airport X
Case Study

Group Exercise 1 (15 mins)

The Security Manager has been given 20 minutes of Airport X Senior's Meeting Agenda time. In your groups discuss and consider what the security manager should include in his briefing to obtain senior level buy in, relating to the issues he has previously raised i.e. lack of worker vigilance across the airport.

Write up on the flip charts the key points you intend to raise. A spokesperson from each group is to feedback to the group.



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Airport X Case Study

Security Manager's Plan to seek Senior Level Buy In & Commitment

- Provide an Aviation Threat Briefing – Government Authorities;
- Update on personnel security breaches and current workforce security reporting figures;
- Reinforcing **FINANCIAL, OPERATIONAL & REPUTATIONAL** damage – using industry examples;
- Provides a draft strategy on how to develop Security Culture across Airport X;
- Explaining how Seniors need to support the development of security culture for it to be a success;
- Seeking an Executive Champion to maintain oversight of work.



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Airport X Case Study





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Airport X
Case Study

Group Exercise 2 (10 Mins)

In your syndicate groups, consider what would be the next steps for the Security Manager in developing security behaviours across the airport.

***Write up on the flip charts the key points you intend to raise.
A spokesperson from each group is to provide feedback.***



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Airport X
Case Study

Security Manager – Developing the plan

Stakeholders



Baselining



Drafting Strategy



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Group Exercise 3 (10 Mins)

Consider which airport stakeholders the Security Manager should engage with to help support implementation of a security behaviour plan across the airport.

Write up on the flip chart key stakeholders identified.



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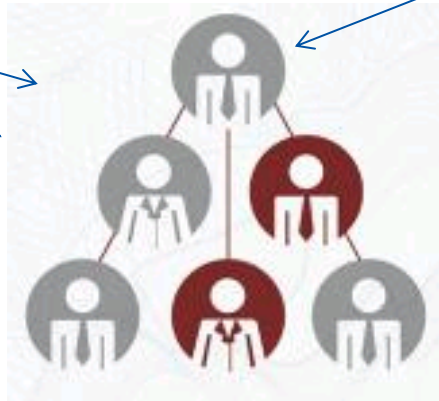


Airport X Case Study

Stakeholders Identified & initial meeting held.

Stakeholders included;

- Airport X Security Manager
- Airport X Commercial Manager
- Airport X Comms Manager
- Airline Operator Committee Lead – (who chairs Airline Operators Meeting)
- Airport Operators Committee Lead (who chairs Landside Entities Meeting)
- Cargo Rep
- In Flight Supplies Org's



Chief Operating Officer =
Accountable senior for group



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Airport X Case Study

Stakeholders Identified & initial meeting held.

2. IDENTIFY YOUR MOST VALUABLE ASSETS

Identify which assets are critical to your business success, competitive advantage and continuing operation. These will include people, products, services, processes, premises and information.

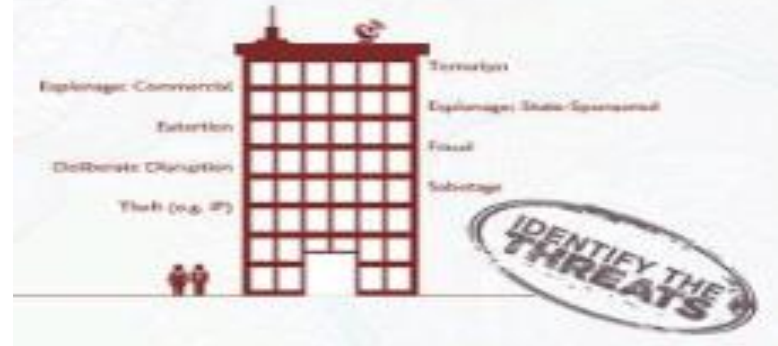
Look beyond your organisation to suppliers and contractors. Establish a full and accurate picture of the impact on your company's reputation, share price or existence if sensitive internal or customer information were to be lost or stolen.



3. IDENTIFY THE THREATS

Identify the security threats to your most valuable assets. Threats are diverse and may exist in physical or cyberspace, and may change over time.

Consider information sharing exchanges with other companies to help identify emerging threats and to learn from others. Work on the premise that you and your peers are also likely to be key targets.



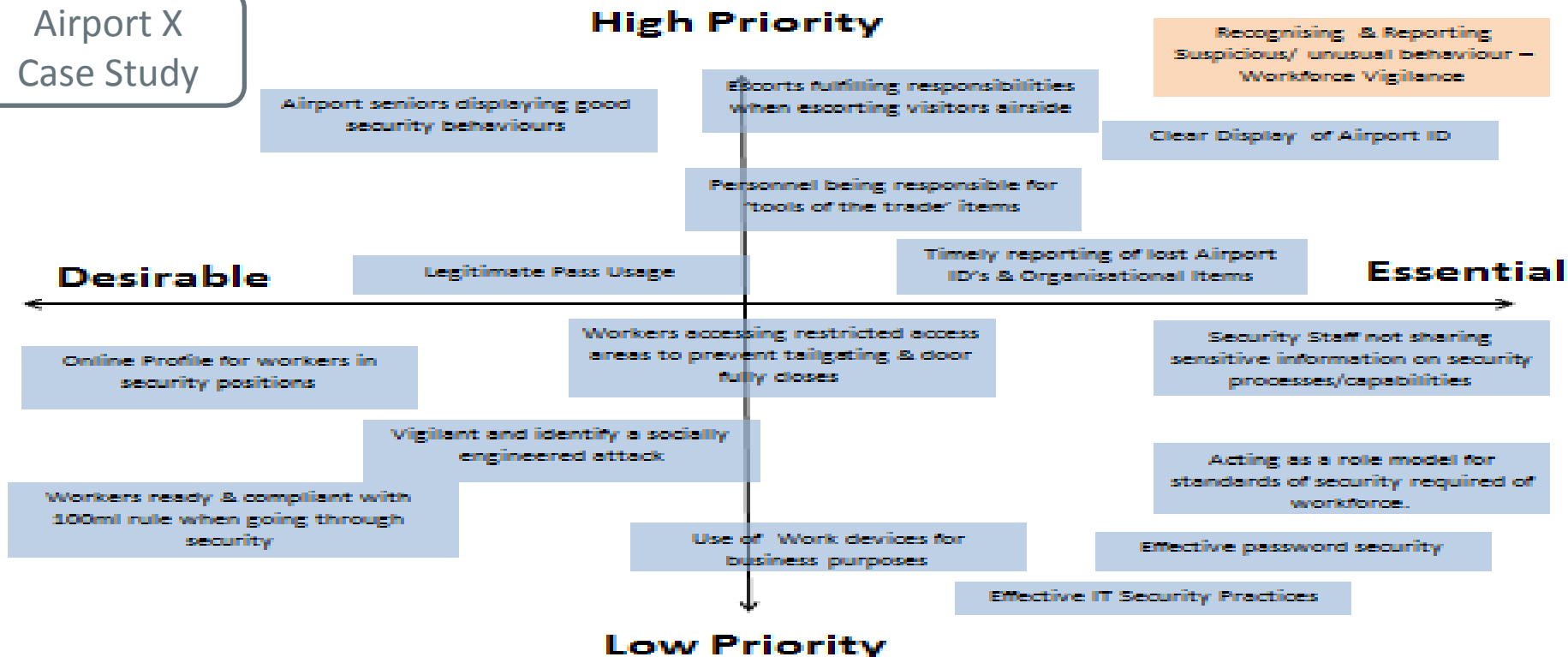


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Airport X Case Study





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Airport X Case Study

I can't challenge someone senior to me who isn't complying with security protocol"

Consequences – "What if I get it wrong? Will I be in trouble for wasting the Airport Security's time?"

Factors inhibiting good security behaviours surrounding Lack of vigilance

"If I do see something I don't know who or how to report it"

Current Lack of Education on Threat & Training

Lack of knowledge / communications

Lack of time to think 'security' – everyone is busy in their role.

Those in non security role – "Isn't this why we have security/police personnel?"



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Airport X Case Study

Leaflets issued to pass holders upon collection of Airside Pass. Workers who work landside do not receive a pass therefore do not receive this leaflet with security messaging.

Landside workers (not directly employed by Airport X) are not currently receiving any security training / messaging

Existing Implementations?

Ad-hoc Safety & Security Awareness Weeks

Security Officers receive part of their regulatory training

Airside Pass Holders complete General Security Awareness Training prior to obtaining Airside Pass



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Airport X
Case Study

Group Exercise 4 (10 Mins)

In your syndicate groups consider a shared goal / mission statement (and security tag line) for Airport X. Consider how it can be aligned to Airport X's business goals, how security can be made to feel relevant by all workers and articulate security as a core value.

A spokesperson from each group is to feedback discussion ideas.



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Airport X Case Study

Interventions

- Senior Commitment
- Continuous Improvement
- Commitment to adequate resources & training with clear responsibilities
- Communicate 'Security is everyone's responsibility'
- Clear security reporting procedures
- Accountable Manager's role

AVIATION SECURITY POLICY

The primary objective of Airport X is to assure the protection and safety of passengers, crew, ground personnel, third parties based at the airport, the general public, aircraft and facilities serving civil aviation, against acts of unlawful xxxxxxxx

Responsibility for implementing the aviation security policy rests with all persons who work at Airport X. In addition, the Accountable Manager (Chief Operations Director) has the following specific commitments to:

- A) A continuous improvement programme which consistently monitors and reviews security performance;
- B) Provide appropriate resources, assign clear responsibilities within the security team and ensure adequate training is provided;
- C) Enforce security awareness as the responsibility of all personnel within Airport X;
- D) Include Security reporting procedures and whistleblowing arrangements;
- E) Promote a positive security culture

The Accountable Manager will endorse this policy and shall:

- A) Identify security as a high organisational priority mutually supportive of commercial and operational priorities;
- B) Reflect organisational commitments regarding security;
- C) Be communicated, with visible endorsement, throughout the Airport;
- D) Be periodically reviewed to ensure it remains relevant and appropriate to Airport x.

AIRPORT XXXX

Chief Operating Officer
Signed Mr Chief Operating Officer



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Airport X
Case Study

Group Exercise 5 (15 Mins)

***Using the ICAO Security Toolkit consider what interventions can be applied to help deliver successful behavioural change to improve worker vigilance and non-display of passes (whilst airside).
A representative from each group is to feedback.***

Once the interventions have been agreed, Use the 5 E's principles to develop a successful implementation plan. Consider when you will implement each. Don't forget to consider how you intend to evaluate each intervention.



Pre Start
Security Awareness
DVD Training

Week 1 -2
Security Team
Induction Briefing

Every 4 months
Airport X Internal
Newsletter

Recruitment Stages
Core Security
Values
Of Airport X

Day 1
Airport Security Policy X
- **Key** Security Behaviours
communicated

Airport X App
Security Messages
promoted

Month 6
Airport Security & Safety Week

Yearly
Re-Sign to Airport X
Core Security Values



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Airport X
Case Study

Evaluation



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Central American
and Caribbean
(NACC) Office
Mexico City

South American
(SAM) Office
Lima

ICAO
Headquarters
Montréal

Western and
Central African
(WACAF) Office
Dakar

European and
North Atlantic
(EUR/NAT) Office
Paris

Middle East
(MID) Office
Cairo

Eastern and
Southern African
(ESAF) Office
Nairobi

Asia and Pacific
(APAC) Sub-office
Beijing

Asia and Pacific
(APAC) Office
Bangkok



THANK YOU