

IAC2403 Introduction to Security Risk and Crisis Management



Unit 6 Security Culture

Security culture is

- A set of norms, beliefs, values, attitudes and assumptions that are inherent in the daily operation of an organization.
- Reflected by the actions and behaviours of all entities and personnel within the organization.

Security should be everyone's responsibility - from the ground up.



Inherent : existing in something as a permanent, essential, or characteristic attribute.

Effective security culture

- Recognizing 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 expense.*

The benefits of an effective security culture

- Employees are engaged with, 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 behaviors /activities of concern;
- Employees feel a greater sense of security; and
- Security is improved without the need for large expenditure.



Security culture is important to an airport's operations because an airport could have the best written security plan and newest technology.



2021 | THE YEAR OF SECURITY CULTURE

Who is responsible for aviation security?

- **Airline operators** have a primary responsibility for protecting their passengers, assets and revenues.
- **States** need to ensure that airlines develop and implement complementary programs.
- But security is not only the responsibility of top-level management or the Head of Security.
- Security involves **everyone** and a positive security culture is essential in promoting and maintaining a secure environment.
- Positive reinforcement of correct security actions sends the message throughout an organization that management believes security to be a priority.
- The ultimate goal is to enhance global security by **implementing uniform security measures around the world**, a goal that cannot be achieved without a commitment by all concerned.

A security culture is a type of organizational culture that encourages optimal security behaviour and it is reflected by the actions of those within the organization.

Security is everyone's responsibility. All personnel within an organization play a role- directly or indirectly- and contribute to the overall security of an organization.



*Security is
everyone's
responsibility*

- Having an effective security culture is reflected by their understanding of threats to the airport, and how they can help to protect the airport and contribute to aviation security.
- Having an effective security culture not only provides a robust counter-terrorism stance, it helps to reduce crime and other disruptive incidents (deterrence factor).

Elements of a Security Culture

- Positive Work Environment
- Training
- Leadership
- Understanding Threat
- Vigilance
- Reporting Systems
- Incident Response
- Information Security
- Training
- Leadership
- Understanding Threat
- Measures of Effectiveness

Security is
everyone's
responsibility

Together, we've got it covered.

- **A positive Work Environment** drives and facilitates a positive security culture, with staff who know what security behaviors are expected.
There is also an organized and systematic approach to managing security.
- **Training**, staff will have the knowledge, skills, and capability to practice good security.
- **Leadership** is imperative to an effective security culture.
Managers and leaders, at all levels, lead by example and support staff in implementing good security.

- **Understanding the Threat** to global aviation, where is all staff understand the nature of threats they and their organization face.
- In implementing a security culture **Vigilance** is key. Alert staffs are able to identify and note suspicious behavior and report it.
- To complement vigilance, **Reporting Systems** must be in place so that staff know how to respond and who to contact in the event of an incident or suspicious behavior.

- Information Security is to ensure sensitive information is maintained securely.
- Measures of Effectiveness are necessary to both record incidents and act as a foundation for improvements to security policies and procedures.



If effective security culture is in place:

- Staff will possess the knowledge, skills, and capability to practice good security;
- Unintentional security lapses and breaches are less likely to happen;
- Employees are less vulnerable to social engineering;
- Employees become ‘eyes’ and ‘ears’ to help identify concerning behaviour ; and
- The insider threat is reduced.

POSITIVE SECURITY CULTURE



Employees identify and report behaviours/activities of concern



Employees feel a greater sense of security



Employees are engaged with, and take responsibility for, security issues



Levels of compliance with protective security measures increase



Risk is reduced by employees thinking and acting in more security conscious ways



Security is improved without the need for large expenditure

VS.

NEGATIVE SECURITY CULTURE



Leadership sees security as a **cost** and not as an **asset**



Staff are **unaware and unmotivated** to report security concerns



Leadership encourages **exemptions and workarounds**



Employees are **not willing to challenge** each other or are **afraid to report** possible incidents



Employees see security measures as a **burden** and a **waste of time**



Employees are **careless with passwords** and **share restricted or confidential security information**

HOW TO BUILD A POSITIVE SECURITY CULTURE



LEADERSHIP

Management is receptive to feedback

AWARENESS

Security becomes second nature



RESPONSIBILITY

Willingness to challenge others and be challenged

TRAINING

Staff are trained when starting a job and regularly afterwards



COMMUNICATIONS

Security is publicized through posters, newsletters and brochures

MEASURE THE EFFECTIVENESS OF YOUR SECURITY CULTURE



Establish indicators and metrics



Large and diverse staff survey samples



Produce reports with recommendations for improvement



Act on recommendations



Monitor improvement over time through regular surveys

**Seen something
suspicious?
Don't be afraid
to tell us.**

Notify staff or call police

SEE IT. SAY IT. SECURE IT.

TOGETHER, WE'VE GOT IT COVERED



Are they checking security?

Notify staff or call police

SEE IT. SAY IT. SECURE IT.

TOGETHER, WE'VE GOT IT COVERED



✈ Be safe.
Feel safe.

Airport security You can help

Karrar
Security Officer – AvSec
WLG ✈

Something not quite right?

See it. Hear it. Report it.

☎ 0800 677 242
Option 4



Aviation Security Service
Civil Aviation Authority of New Zealand

NZ AIRPORTS



Ministry of Transport

New Zealand Government

Reference

<https://www.icao.int/Security/Security-Culture/Pages/default.aspx>

<https://www.icao.int/Security/Security-Culture/ICAO%20training/Sample%20of%20Security%20Culture%20Workshop.pdf>

Question

