



## ASSEMBLY — 40TH SESSION

### EXECUTIVE COMMITTEE

#### Agenda Item 12: Aviation Security — Policy

#### PRACTICAL CAMPAIGNS TO TRANSFORM SECURITY CULTURE

(Presented by Argentina, Australia, Belgium, Brazil, Canada, China, France, Gambia, Germany, Ghana, Ireland, Italy, Japan, Jordan, Kenya, Netherlands, New Zealand, Nigeria, North Macedonia, Portugal, Qatar, Romania, Saudi Arabia, Sierra Leone, Singapore, Switzerland, Turkey, United Arab Emirates, United Kingdom, United States of America. Airports Council International and International Air Transport Association)

#### EXECUTIVE SUMMARY

Establishing a comprehensive security culture is imperative to long-term, effective aviation security. In alignment with the priority objectives of the ICAO Global Aviation Security Plan (GASeP) it is important that States, Industry and ICAO take further steps to embed security culture into the aviation environment.

**Action:** The Assembly is invited to:

- a) call upon all Member States, organizations and industry to implement practical campaigns to enhance security culture within their respective jurisdictions or organizations;
- b) encourage Member States in collaboration with organizations and industry to promote and share security culture practices and benefits with stakeholders;
- c) urge the ICAO Secretariat to make resources available to deliver a ‘Global Security Culture Campaign’ and associated workshops to support the efforts of States, organizations and industry; and
- d) support the continuing work being undertaken by ICAO to identify and develop tangible methods for States to implement and sustain a strong security culture.

|                                |   |
|--------------------------------|---|
| <i>Strategic Objectives:</i>   | This working paper relates to the <i>Security and Facilitation</i> Strategic Objective.   |
| <i>Financial implications:</i> | The activities referred to in this working paper will be undertaken subject to the resources available to Member States, organizations and industry and subject to resources in the ICAO 2020-2022 Regular Programme Budget and/or from extra budgetary contributions.  |
| <i>References:</i>             | UNSCR 2309 (2016) <i>Threats to international peace and security caused by terrorist acts: Aviation security</i><br><i>Global Aviation Security Plan</i> (Doc 10118)<br><i>Report of the Second High-level Conference on Aviation Security</i> (Doc 10123)<br>A40-WP/26 <i>Outcome of the Second High-level Conference on Aviation Security (HLCAS/2)</i> |

## 1. INTRODUCTION

1.1 United Nations Security Council Resolution 2309 (2016) requests for “the promotion of effective security culture within all organizations involved in civil aviation”. Establishing a comprehensive security culture is imperative to long-term, effective aviation security and an overarching principle of the ICAO Global Aviation Security Plan (GASeP) is to “Develop security culture and human capability”.

## 2. BENEFITS OF SECURITY CULTURE

2.1 It is acknowledged that a transformation in security culture behaviour and awareness can be challenging to deliver and to embed throughout an organization from the top down. But an effective security culture can result in employees who are engaged with, and take responsibility for, security issues. Promoting a positive security culture helps to mitigate against both insider threats and external threats as personnel think and act in more security conscious ways and identify and report behaviours or activities of concern. In turn, this results in all personnel feeling that they play a critical role within a security regime, and security overall being improved - for not just aviation security but for wider border security without the need for significant investment. From screeners to cleaners, and from taxi drivers to those working in airport retail outlets, all have a vital contribution to improve aviation security. To receive the most benefit, States should involve all relevant stakeholders so that support for security culture is not just focused on aviation security but on security as a whole.

2.2 An effective and efficient security regime must be proactive and supported by competent people. Furthermore, a security culture can only be successful if people are accountable and motivated to follow established procedures, comply with prescribed regulation and take the initiative when unforeseen circumstances arise. An effective Security Management System (SeMS) can offer one way to achieve this by providing an organized, systematic approach to managing security which embeds security management and risk ownership into the day-to-day activities of the organization and its people.

2.3 States, organizations, and industry should be encouraged to work together in partnership to actively embrace and promote a positive security culture. All should be encouraged to ensure capacity and capability are built up throughout the system by investing in human capital for a motivated and competent workforce. This will help to achieve a security culture where everyone knows their role and responsibilities within a security regime. Such actions should include initial and recurrent training on security culture and continuous learning activities; promotion of security culture by senior leadership; a targeted communication plan and continuous security awareness campaigns; and the establishment of a reporting system that guarantees the confidentiality of reporting individuals and an appropriate response.

## 3. PROMOTING SECURITY CULTURE

3.1 The Thirtieth Meeting of the Aviation Security Panel (AVSECP/30) agreed that the Working Group on Annex 17 to the AVSEC Panel will consider the development of a new Standards or Recommended Practices in Annex 17 on security culture, which will ensure relevant organizations and entities implement an internal security culture policy. The ICAO Working Group on Training (WGT) of the AVSEC Panel is also working with the Secretariat to provide a 3-day ICAO Security Culture Workshop in 2020, having delivered pilot versions of the workshop at the ICAO AVSEC Symposium in 2018 and 2019.

3.2 A wide range of guidance material and tools are available for States and industry to promote a positive security culture. One of these tools is the ICAO Toolkit on Enhancing Security Culture<sup>1</sup> that was designed to assist organizations operating in the aviation industry in enhancing their security culture. The WGT is also developing an ICAO Security Culture Starter Pack which contains advice and best practices on how to run educational security culture campaigns, along with customisable resources e.g. posters, wallet cards, and leaflets that can be downloaded from the ICAO Portal.

#### 4. PRACTICAL ACTIONS: CAMPAIGNS

4.1 The Second High-level Conference on Aviation Security (HLCAS/2) recommends that “*States and industry take practical steps to develop and implement security culture and security awareness programmes, include high profile campaigns.*” This was backed up by AVSECP/30 that requested that “*practical actions on the ground be considered on security culture (including campaigns).*”

4.2 The availability of guidance material, including the ICAO *Aviation Security Manual* (Doc 8973), is an important step in the implementation and integration of an effective security culture. However, for security culture to be truly transformed, it is important that States, industry and ICAO proactively look for ways to embed security culture in civil aviation so that effective security is a critical core value to the aviation environment.

4.3 Support for a positive security culture must be turned into practical actions. Actions could be in the form of: flyers, posters and advertising highlighting the importance of specific security measures; walk-in exhibitions and workshops gathering all types of personnel, including management, to help better understand the importance of security in the organization and the reasons for the measures in place; public speaking, regular briefings, and handouts which allow for continuous awareness of security measures; e-learning tools and digital media; and internal communication platforms such as intranet, newsletters, brochures and videos.

4.4 These actions, if coordinated and delivered in partnership with all stakeholders, could form the basis of a campaign.

— END —

---

<sup>1</sup> The ICAO Toolkit on Enhancing Security Culture was produced by the ICAO Working Group on Training and endorsed by AVSECP/29, 19-23 March 2018, it seeks to build and promote positive security culture by providing States and industry with a toolkit of best practices. This toolkit was first presented to the civil aviation community during the 2018 ICAO Aviation Security Symposium and the HLCAS/2 that was held in November 2018.