ANAC
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Portuguese Civil Aviation Authority

Security Culture

Building an effective security culture in the Portuguese civil aviation sector

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SECURITY CULTURE – Building an effective security culture in the Portuguese civil aviation sector

▶ **National Aviation Security Instruction (ISAC) on security culture.**

    ▶ The National Aviation Security Instruction (ISAC) on security culture, developed by the Portuguese Civil Aviation Authority (ANAC), that entered in to force in July 2020, includes national common rules for the Portuguese aviation sector, incorporating internal security culture policy in the security programmes of all organizations.

    ▶ Establishes the methodology for defining an internal security culture policy:
        ▶ 1 – Self assessment
        ▶ 2 – Objectives and outcomes
        ▶ 3 – Action Plan
        ▶ 4 – Measure of effectiveness and evaluate the impact

▶ **Portuguese initiatives and activities to promote security culture.**

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National Aviation Security Instruction (ISAC) on security culture

Purpose:

▶ Contribute to the achievement of the common global objective (GASeP) of enhance the effectiveness of global aviation security and develop security culture and human capability;

▶ Implement, at national level, the provisions of the Commission Implementing Regulation (EU) 2019/103, of 23 January 2019, regarding the inclusion of an appropriate internal policy and related measures enhancing staff awareness and promoting security culture in the security programme of operators and entities; and

▶ Establish and create a common standardized framework that allows operators and entities to include in their security programmes an internal security culture policy that effectively contributes to the mitigation of insider and external threats to their organizations.

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National Aviation Security Instruction (ISAC) on security culture

Defines:

▶ The operators and entities tha shall implement a internal security culture policy in the security programmes:

   – Airport operators, respective airports and aerodromes;

   – Air carriers;

   – Regulated agents;

   – Known consignors;

   – Regulated supppliers and known suppliers of in-flight supplies;

   – Known suppliers of airport supplies; and

   – Other entities with security programmes, as determined in the NCASP.

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National Aviation Security Instruction (ISAC) on security culture

Defines:

▶ What should be understood as "security culture", according with the *ICAO Toolkit on Enhancing Security Culture.*

▶ The benefits of a positive security culture for organizations.

▶ That the internal security culture policy must contribute to the mitigation of the insider threat, considering the different types of insiders (malicious, complacent and ignorant).

▶ The Security Manager as the responsable for the implementation and promotion of the internal security culture policy among all personnel who directly or indirectly work in the organization.

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National Aviation Security Instruction (ISAC) on security culture

Establishes:

The priority outcomes of the internal security culture policy, based on the *ICAO Toolkit on Enhancing Security Culture*:

PO1 – **Positive work environment** - work environment that promotes a positive security culture in organizations

PO2 – **Leadership** - commitment and leadership by example.

PO3 – **Training** - initial and recurrent training to raise the security culture awareness through all the personnel.

P04 – **Understanding the threat** – raising the awareness of external and insider threats to organizations and civil aviation, through all the personnel.

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National Aviation Security Instruction (ISAC) on security culture

PO5 – **Vigilance** – promoting attitudes that foster vigilance, the ability to challenge and report; and the ability to identify suspicious behaviors.

PO6 – **Reporting systems** - effective communication and reporting systems; guarantee the effective and appropriate handling of reported incidents and/or security breaches.

PO7 – **Incident response** – adequate response to security-related incidents and/or security breaches.

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National Aviation Security Instruction (ISAC) on security culture

PO8 – **Infomation security**– protect sensitive information.

PO9 – **Measures of effectiveness** – evaluation of the effectiveness and continuous improvement of the internal security culture policy.
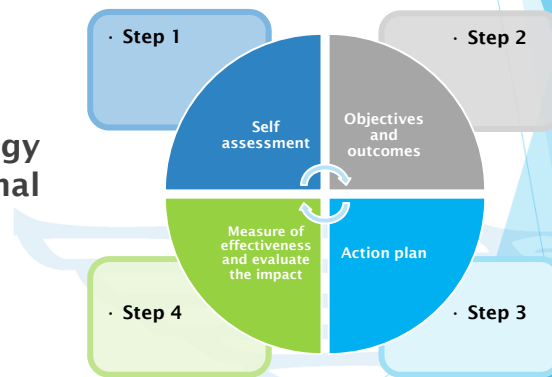
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National Aviation Security Instruction (ISAC) on security culture

Establishes the methodology for defining an internal security culture policy:

· Step 1

· Step 2

Self assessment

Objectives and outcomes

Measure of effectiveness and evaluate the impact

Action plan

· Step 4

· Step 3

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Methodology for defining an internal security culture policy:

Step 1 - Self assessment

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Methodology for defining an internal security culture policy:

Step 1 – Self assessment

i. Assess the organization current situation from the perspective of each PO.

ii. The security manager must identify and prioritize the areas within his organization that, directly related to each PO, that deserve attention and implementation of measures, with a view to achieving the objectives and obtaining the benefits of a positive security culture.
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Methodology for defining an internal security culture policy:

Step 2 – Objectives and outcomes

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Methodology for defining an internal security culture policy

Step 2 – Objectives and outcomes

i. For each PO should be set sectorial objectives and outcomes to be achieved by the organization, which contribute to the achievement of the objectives and the benefits of a positive security culture.

ii. The sectorial objectives and outcomes to be established in the internal security culture policy should be adjusted to the size and specificities of each organization, as well as taking into account the scope of application of the security programmes.

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Methodology for defining an internal security culture policy

Step 2 – Objectives and outcomes

iii. For each PO directly related to the areas identified in the Step 1 that deserve attention and implementation of measures, at least one sectorial objective should be established.

iv. For each sectorial objective should be established, at least, one sectorial outcome to be achieved by the organization.

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Methodology for defining an internal security culture policy:

Step 3 – Action Plan

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Methodology for defining an internal security culture policy:

Step 3 – Action Plan

i. The security manager should prepare an action plan to be developed and implemented by the organization with a view to obtaining the sectorial objectives and outcomes previously defined in Step 2.

ii. For each sectorial outcome should be developed and implemented, at least, one action by the organization.

iii. Should be defined targets, deadlines and milestones for each action.

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Methodology for defining an internal security culture policy:

Step 3 – Action Plan

iv. The action plan will have a maximum period of two years for its effective implementation and execution.

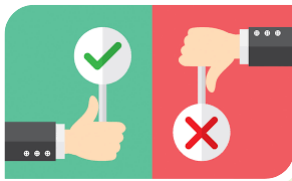v. The action plan could be implemented in collaboration and/or in coordination with other entities.
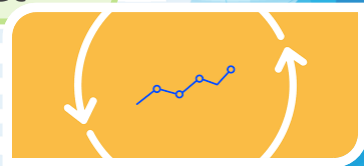
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Methodology for defining an internal security culture policy:

Step 4 – Measure of effectiveness and evaluate the impact

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Methodology for defining an internal security culture policy:

Step 4 – Measure of effectiveness and evaluate the impact

i.   The security manager must regularly monitor the execution of the action plan, ensuring and verifying compliance with the targets, deadlines and milestones for each action established in the plan.

ii. The security manager must define measurable key performance indicators (KPI) to regularly monitor and verify the achievement of the sectorial objectives and outcomes established in the internal security culture policy.

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Methodology for defining an internal security culture policy:

Step 4 – Measure of effectiveness and evaluate the impact

iii. The internal security culture policy should be reviewed at least every two years:

   – Evaluate the sectorial outcomes;
   – Evaluate the achievement of the sectorial objectives;
   – Review the internal security culture policy based on a new self assessment;
   – Possible definition new actions and/or definition or redefinition of new sectorial objectives and outcomes.

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Methodology for defining an internal security culture policy:

Step 4 – Measure of effectiveness and evaluate the impact

Examples of sectorial objectives and outcomes, actions, KPI and targets

PO5 – Vigilance				
Sectorial Objective	Outcome	Action	KPI	Target
Increase the capacity for challenging, reporting and the ability to identify suspicious behaviors.	Personnel, including those who have unescorted access to the security restricted areas of the airports, with the capacity and ability to identify suspicious behaviors.	Awareness campaign	Number of reports of the identification suspicious behaviors.	Increase % of the number of reports of the identification suspicious behaviors compared to the initial situation.

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Methodology for defining an internal security culture policy:

Step 4 – Measure of effectiveness and evaluate the impact

Examples of sectorial objectives and outcomes, actions, KPI and targets

PO6 – Reporting Systems				
Sectorial Objective	Outcome	Action	KPI	Target
Increase the effectiveness of the reporting system for incidents, security breaches and suspicious behaviors (contribute to the reliability of the local risk assessment)	An effective system for reporting incidents, security breaches and suspicious behaviors.	Implement a just culture report system	Number of reports of the identification suspicious behaviors.	Increase % of the number of reports of the identification suspicious behaviors compared to the initial situation.

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SECURITY CULTURE – Building an effective security culture in the Portuguese civil aviation sector

Methodology for defining an internal security culture policy

Step 4 – Measure of effectiveness and evaluate the impact

Examples of sectorial objectives and outcomes, actions, KPI and targets

PO1 – Positive work environment				
Sectorial Objective	**Outcome**	**Action**	**KPI**	**Target**
Work environment that facilitates the effective and efficient application of security measures	A work environment that fosters, promotes and facilitates a positive safety culture within the organization	Clear / consistent definition and/or review of internal processes and procedures	Number of non-compliances related to unclear and/or inconsistent internal processes and procedures.	Decrease % of the number of non-compliances related to unclear and/or inconsistent internal processes and procedures

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Methodology for defining an internal security culture policy

In Appendix 1 of the ISAC are presented guidelines and examples of possible sectorial outcomes and actions that can be used by the security managers, based on the *ICAO Toolkit on Enhancing Security Cultu*re.

TOOLKIT ON ENHANCING **SECURITY CULTURE**

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Portuguese initiatives and activities to promote security culture

▶ **Security Culture Workshop, 9 and 10 December 2020**

  ▶ The ANAC promoted an virtual security culture workshop for our entire aviation industry, more than 200 participants.

  ▶ The objective of workshop was to provide security managers of the entities referred to in articles 12, 13 and 14 (airport operators, air carriers and other entities that have security programmes) of Regulation (EC) No. 300 / 2008 of the Parliament and the Council, of 11 March, with the necessary competencies for the effective implementation of the National Aviation Security Instruction (ISAC) on security culture.

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Portuguese initiatives and activities to promote security culture

▶ **2021 Year of Security Culture (YOSC)**

  ▶ The ANAC developed a national plan for the YOSC where we mention and describe the activities we intend to promote throughout the year.

2021 | THE YEAR OF SECURITY CULTURE
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2021 YEAR OF SECURITY CULTURE

Portuguese Plan of Initiatives and Activities on Security Culture

Initiatives / Activities		Scope	Schedule
National Level	National message of the Chairman of the Board of the Portuguese Civil Aviation Authority (PT CAA) on security culture.	Video message, to be disseminated throughout all the civil aviation sector in the PT CAA YouTube channel. Message in Portuguese with English subtitles.	**February**
	Development of security culture dedicated page on the PT CAA website.	Development of security culture dedicated page on the PT CAA website to disseminate content related to the security culture, articles, guidance material, videos and etc.	**To be updated monthly**.
	Security culture awareness video.	Development of a security culture awareness video to be disseminated throughout all the civil aviation sector in the PT CAA YouTube channel.	**May**
	Webinars and/or other virtual interactive initiatives on security culture	Webinars and/or other virtual interactive initiatives on security culture throughout the year.	**One webinar each semester.**
	Invite national experts and key stakeholders to participate and contribute to the initiatives and activities on security culture.	Invite national experts and key stakeholders to participate and contribute to the initiatives and activities of the YOSC, with articles on security culture, best practices, awareness videos etc.	**Monthly throughout the year.**
	Security Culture Day	Dedicated day to aviation security and security culture with virtual and/or in-person activities.	**December**
Internantional Level	Support to the ICAO YOSC initiatives.	Sharing of guidance material, toolkits, e-learning tools, short films, pamphlets and articles that establish and encourage a positive security culture, etc.	**Throughout the year.**