Briefing Note for DfT Certificated Instructors – Security Culture

This briefing note is designed to provide guidance covering the subject of **Security Culture**. The establishment and maintenance of a robust and positive security culture is a critical mitigation measure for a safe and secure aviation ecosystem and relies on all employees understanding their role within the security culture of the organisation.

Instructors play a key role in empowering employees to be able to contribute to the establishment and maintenance of security culture. This includes not only role-modelling but also the building of awareness and understanding, as well as the embedding of organisational security values during initial training and the reinforcement of the values during recurrent training courses, for all employees.

The aims of this document are to provide instructors with guidance on how to cover the security culture focused learning outcomes of mandatory aviation security training syllabuses. It sets out principles, tools and resources that can be used to assist with the creation of training materials.

Please note that these are not additional learning outcomes under either the current or new training syllabuses – this note is intended to provide additional guidance designed to meet existing security culture learning outcomes of the syllabuses and support the ongoing learning and development of security personnel.

The security culture of an organisation will be closely linked and aligned to the values of an organisation. Instructors must therefore ensure that during the design of security culture training they work closely with the organisation the training is delivered within to ensure that the material is tailored to the local operation.

1. Context

What is security culture? ICAO defines it as:

A set of security-related norms, beliefs, values, attitudes and assumptions that are inherent in the daily operation of an organization and are reflected by the actions and behaviours of all entities and personnel within the organization. Security should be everyone's responsibility - from the ground up and top down.

Effective security culture is about:

- *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.*

Aviation security instructors play a crucial role in the support of a positive security culture, through their position as mentors, thought leaders and role models. For new employees their interaction during initial training may be their first touch point with the concept of security culture and this presents a unique opportunity to establish the topic as a fundamental principle of their role. Embedding a proactive security mindset with all new employees is an essential part of creating a positive security culture in the 'DNA' of an organisation. Equally, during recurrent training, instructors have the opportunity to reinforce and evolve security culture principles with existing employees in a setting outside the operation, facilitate understanding and discussion and use employee's existing experience to draw out how security culture lies at the core of employee's day to day actions.

Without a good security culture:

Unintentional security breaches are likely to be more frequent

It becomes harder to identify behaviours of concern

Employees may 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

Source: CPNI

2. Regulatory provision

The UK NASP has provisions within Chapter 11 related to security culture that instructors should familiarise themselves with:

- Entities (from the 1 Jan 2022) must have an internal policy and related measures enhancing staff awareness related to insider threat and the promotion of security culture within their security programmes (this provision will be particularly relevant for ASM training); and

- Training must be provided on the elements contributing to the establishment of a robust and resilient security culture in the workplace and in the aviation domain, including insider threat.

Note that our revised training syllabuses all cover security culture as a learning outcome within the core section of the syllabus.

Similar provisions covering security culture are also present in both ICAO's Annex 17 and ECAC's Doc 30 placing a focus on the importance of security culture globally.
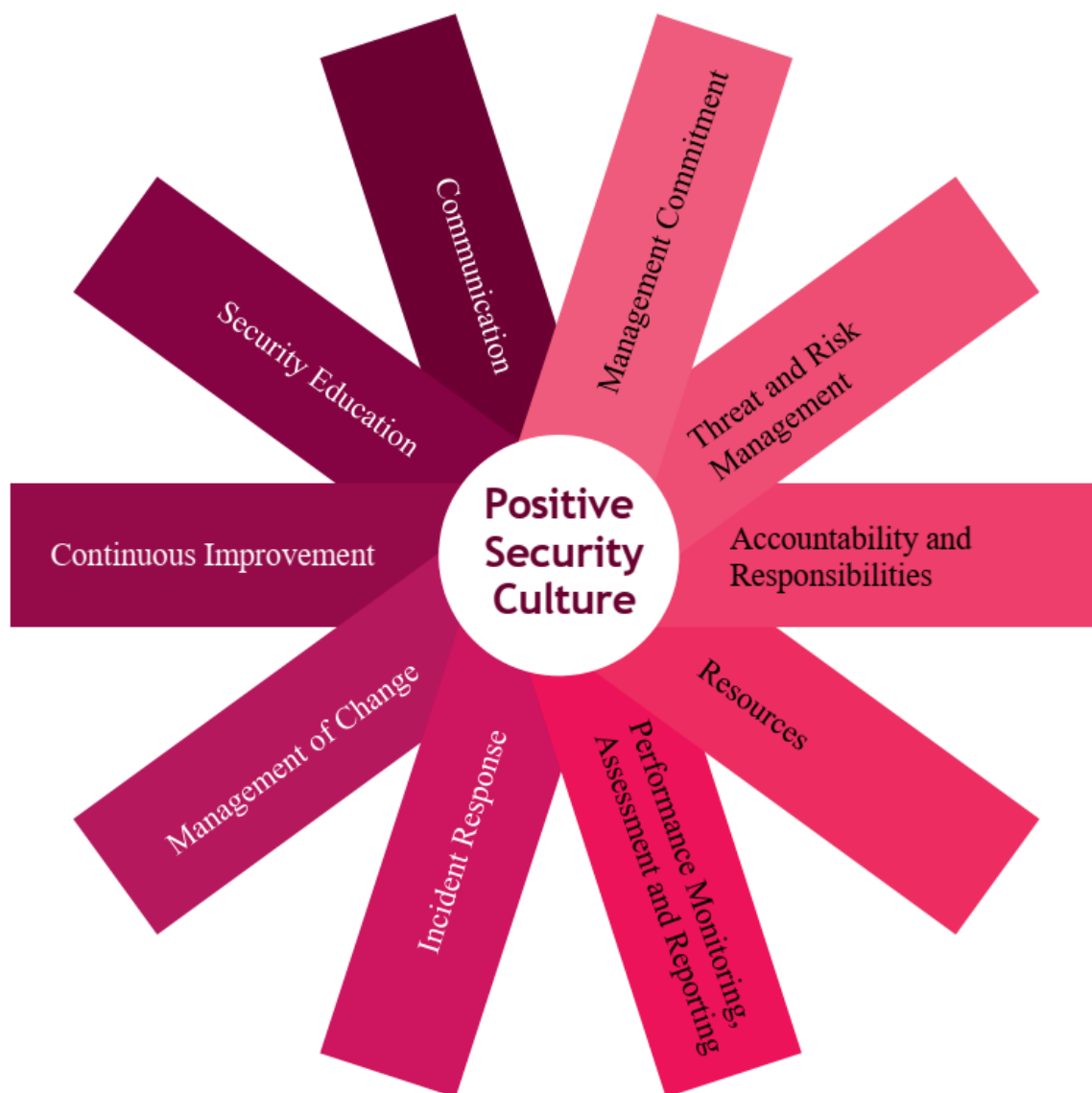
3. Security culture as a foundation of SeMS

Security culture is an integral component of the foundation for an effective Security Management System (SeMS) – all elements of a SeMS are fundamentally based on the shared norms, beliefs, values, attitudes and assumptions of the organisations and its employees.

The level of awareness and understanding each employee requires should be proportionate to their job function – these are set out within the SeMS framework[1] and align with our mandatory training syllabuses.

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[1] Image used on the next page can be found in the CAA SeMS framework (see resources for link)

The diagram shows "Positive Security Culture" at the centre, surrounded by:
- Communication
- Management Commitment
- Threat and Risk Management
- Accountability and Responsibilities
- Resources
- Performance Monitoring, Assessment and Reporting
- Incident Response
- Management of Change
- Continuous Improvement
- Security Education

4. Security Culture within training courses

Security culture is covered within all aviation security training syllabuses – this will generally be within the 'core' module 1 or in the case of the General Security Awareness Training syllabus (GSAT), within module 3.

- Instructors should consider that the location of the security culture learning outcomes in the syllabuses does not require the topics to be covered in the exact order – instructors are free to design a training course that best achieves the learning outcomes based on whatever order works best, as long as all required learning outcomes key content areas are covered.

- Instructors should ensure that they are fully aware of the language/terminology, values, behaviours, processes and policies of the specific entity so that these can be closely matched within the training materials – and that materials are updated as often as needed to ensure they stay current and relevant (including for CBT).
- Instructors should assess how recurrent training can be of best use to reinforce and continue the security culture messaging, as opposed to establishing the principles in initial training.
- Where employees return to their roles after an extended absence, Instructors should pro-actively assess what their training needs are in relation to how they are included back into the security culture of the organisation.
- Where you are looking to add to the resources the organisation already has to support your training course, consider what additional resources you may wish to include to reach the learning outcomes – some useful links have been provided in the next section.
- Also review the role that cyber security (cyber hygiene) plays in your training as part of a holistic security culture, including how people behave digitally can affect an organisation's security as much as their physical behaviours.
- As part of your session planning consider a number of different approaches to how you cover security culture depending on your audience, including but not limited to:
  - Drawing links with safety culture where this concept is already familiar with the trainees;
  - Covering the human factors angle[2] with employees in supervisory and management roles, to allow them to understand human capabilities and limitations;
  - Using topical and current elements to highlight the relevance of security culture to each individual trainee – for example through incident examples and scenarios that can be discussed to illustrate security culture aspects.

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[2] A guidance note on human factors principles is available from the CAA AvSec training team on request.

Resources

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

ICAO Starter Pack: https://www.icao.int/Security/Security-Culture/ICAO%20SC%20Resources/ICAO%20SECURITY%20CULTURE%20STARTER%20PACK%20EN.pdf

CPNI: https://www.cpni.gov.uk/security-culture

CPNI – 5E's: https://www.cpni.gov.uk/system/files/documents/98/dc/Embedding-Security-Behaviours-Using-5Es.pdf

CPNI – Linked video: https://www.cpni.gov.uk/security-campaigns/think-you-link

UK CAA – SeMS: https://www.caa.co.uk/Commercial-industry/Security/Security-management-systems/Security-Management-Systems/

ACT Now: https://ct.highfieldelearning.com/modules

Help2Protect: https://help2protect.info/module/

NCSC: https://www.ncsc.gov.uk/information/exercise-in-a-box

Please ensure any resources used are referenced accordingly.