



**Asia-Pacific
Economic Cooperation**

Advancing Free Trade
for Asia-Pacific **Prosperity**

Building a Culture of Security and Countering the Insider Risk

PROJECT SUMMARY

APEC Transportation Working Group

December 2022



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APEC Project: TPT 07 2020A

Produced by
U.S. Transportation Security Administration
6595 Springfield Center Drive, Springfield, VA 22150 USA
Tel: +1 571 227 1149
Email: Kalei.Hall@tsa.dhs.gov

For
Asia-Pacific Economic Cooperation (APEC) Secretariat
35 Heng Mui Keng Terrace Singapore 119616
Tel: (65) 68919 600 Fax: (65) 68919 690
Email: info@apcc.org
Website: www.apcc.org

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Glossary

ACI	Airports Council International
ACS	APEC Collaboration System
AEG	TPTWG Aviation Experts Group
APEC	Asia Pacific Economic Cooperation
ASP	Airport Security Plan
ASTC	Aviation Security Training Center
ASTP	Aviation Security Training Package
AVSEC	Aviation Security
CISA	U.S. Cybersecurity and Infrastructure Security Agency
COPE	Create Once. Publish Everywhere
COVID-19	Coronavirus disease
CTWG	APEC Counter-Terrorism Working Group
DGCA	Director General of Civil Aviation
DHS	U.S. Department of Homeland Security
FAA	U.S. Department of Homeland Security
FIO	Field Intelligence Officer
GASeP	Global Aviation Security Plan
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
I-STEP	TSA Intermodal Training and Exercise Program
NCASP	National Civil Aviation Security Program
NCASTP	National Civil Aviation Security Training Programme
NQCP	National Quality Control Programme
NIST	National Institute of Standards and Technology
PD	Program Director
PDAE	Project Design Amendment and Extension
PMU	APEC Project Management Unit
PO	Project Overseer
SARP	Standard and Recommended Practice
SeMS	Security Management Systems
SME	Subject-Matter Expert
SMS	Safety Management Systems

TAM	UNOCT Threat Assessment Models Programme
TPTWG	APEC Transportation Working Group
TSA	U.S. Transportation Security Administration
T-START	Transportation Security-Plan Template and Assessment Review Toolkit
TWG	APEC Tourism Working Group
UN	United Nations
UNOCT	United Nations Office of Counter Terrorism
WMATA	U.S. Washington Metro Area Transit Authority
YOSC	Year of Security Culture

Executive Summary

Introduction and Approach

At the 2017 Asia Pacific Economic Cooperation (APEC) Transportation Ministerial Meeting, APEC reaffirmed its commitment to enhancing transportation security by:

- Improving Member Economies' capacity to mitigate vulnerabilities and counter terrorist threats;
- Engaging with other stakeholders within APEC (i.e., Counter-Terrorism Working Group (CTWG), Tourism Working Group (TWG)) and international organizations (i.e., International Civil Aviation Organization (ICAO));
- Encouraging participation in ICAO priorities, such as the development of Security Culture and human capability programs; and
- Minimizing security risks to transportation by encouraging economies to develop strong and informed security policies and to boost participation in security initiatives.

Similarly, ICAO emphasized that developing Security Culture and human capability are priority outcomes of the ICAO Global Aviation Security Plan (GASeP). To that end, ICAO designated 2021 as the "Year of Security Culture" (YOSC), further promoting and reinforcing effective Security Culture as a priority goal for international civil aviation. As a result, Security Culture became an important concept and imperative that economies, industry stakeholders, and aviation organizations championed throughout the COVID-19 pandemic to increase resiliency of the global aviation workforce and assist with recovery from the challenges presented to the international civil aviation system by the pandemic. Promoting Security Culture has ensured that security requirements are never compromised and that security awareness of all constituents within the aviation domain is of paramount importance.

In light of APEC's commitments and in-line with priorities of international aviation organizations, the United States proposed and received APEC approval for Project TPT 07 2020A – *Building a Culture of Security and Countering the Insider Risk*. The goal of this project was to assist APEC Member Economies in addressing and improving aviation and airport workers' engagement with and responsibility for security issues, as well as identifying and reporting behaviors and activities of concern to the appropriate authorities. The project highlighted that, by building a robust culture of security, these goals could be achieved without the need for major resource expenditures. The project assisted Member Economies in understanding the importance of Security Culture, how to design programs and policies that enhance security awareness and improve an organization's culture of security, particularly within the airport operating environment. The project also underscored the fact that an effective Security Culture and raising all constituents' security awareness can benefit the APEC region's aviation network, and ultimately the global transportation network, by establishing a safe, secure, and resilient system and community. The project also showed how the implementation of Security Culture has sustained benefits for every economy, which includes economies that are in the early stages of developing their aviation security (AVSEC) programs, as well as economies with more established AVSEC programs; regardless, it is particularly relevant for all economies and aviation operators facing limited AVSEC resources.

The objectives of the Project were three-fold:

- 1) Ensure participants understand the importance and concepts of Security Culture and how they relate to their domestic AVSEC regimes;
- 2) Increase participants' knowledge of the insider threat within the aviation domain and how to better leverage stakeholder buy-in to mitigate that threat within a resource-constrained environment; and
- 3) Build support for participants' strategies for implementing Security Culture concepts and best practices within their domestic operations, and employing risk analysis and mitigation principles.

This Project Summary and the Best Practices Guidelines, included at APEC Publication APEC#222-TR-03.1, reflect the achievement of these objectives.

1 Introduction

The United States, as Project Organizer through the U.S. Transportation Security Administration (TSA), and on behalf of the project co-sponsors Canada, Chinese Taipei, New Zealand, and Singapore, is pleased to present this Project Summary as a final report to the APEC Secretariat, in line with the 2020 Work Plan of the APEC Transportation Working Group (TPTWG). It is hoped that this Project Summary will assist Member Economies in their efforts to build and sustain an effective Security Culture by utilizing the best practices outlined herein during the development and implementation process.

This Project Summary documents the project objectives and deliverables, contents of the activities, including course sessions and participating economies and organizations, and summarizes participant feedback, lessons learned, and conclusions and additional considerations.

1.1 Structure of the Project Summary

This document is structured as follows:

- An **Executive Summary**, which introduces the project and its approach to building and implementing effective Security Culture in APEC.
- **Section 1** introduces the project, by outlining the objectives and methodology, and describes the intended deliverables. The original Concept Note, original Project Proposal, and final approved Project Design Amendment and Extension form may be referenced in Appendix A.
- **Section 2** documents the project beneficiaries, including Member Economy and non-member participants in the various project activities.
- **Section 3** provides a brief summary of course sessions from the two-part workshop, with workshop agendas outlined in Appendix B.
- **Section 4** summarizes participant feedback from the project activities, including workshop questionnaires, mid-project survey, and the follow-up survey, with participant responses detailed in Appendix C.
- **Section 5** outlines Security Culture best practices, which includes the Outreach Campaign Briefer provided in Appendix D.¹
- **Section 6** outlines additional considerations from the project, including recommendations and next steps.
- **Section 7** concludes the Project Summary.
- **The Appendixes** complements the main document and serves as a reference to the various sections in the document, as outlined.

1.2 Project Objectives

Security Culture is a set of common beliefs, values and practices that are inherent in an organization's daily operations. The benefits of Security Culture to an aviation organization are many, including the reduced risk of security incidents and breaches when employees work in more security-conscious ways. This has both direct and indirect impacts on an airport's commercial viability and consumer confidence, both locally and regionally.

This project consisted of virtual workshop sessions, project evaluation instruments, such as questionnaires and mid-project and follow-up surveys, and the Outreach Campaign Briefer, culminating in a Best Practices Guidelines to enhance Member Economies' Security Culture policies and programs within the aviation domain. The workshops covered the benefits of conducting risk analyses, including identifying and defining key components of risk, and highlighting international practices and guidance on designing and implementing effective organizational security as a means of countering the unique risk posed by insiders within the aviation environment.

¹ The Best Practices Guidelines may be found in APEC Publication: APEC#222-TR-03.1.

The objectives of this project were three-fold:

1. Ensure participants understand the importance and concepts of Security Culture and how they relate to their domestic AVSEC regimes.
2. Increase participants' knowledge of the insider threat within the aviation domain and how to better leverage stakeholder buy-in to mitigate that threat within a resource-constrained environment.
3. Build support for participants' strategies for implementing Security Culture concepts and best practices within their domestic operations, and employing risk analysis and mitigation principles.

1.3 Project Methodology

The target audience of this project were individuals in an Executive or Managerial-level position who are directly involved in the development and/or operationalization of AVSEC policies and programs within APEC Member Economies, both at the domestic (regulator) level and airport/industry (operator) level. It was imperative to have a good mix between regulator and operator level participants as the successful development and implementation of Security Culture requires a shared institutional mindset or ethos at both levels and throughout the aviation environment. Both need to work collaboratively to apply project principles and achieve project outcomes. Beneficiary profiles included Member Economy AVSEC officials, policy makers and regulators, as well as aviation industry stakeholders responsible for AVSEC.

Throughout the project, participants were required to complete and return pre- and post-workshop questionnaires by the end of the workshops, as well as participate in the mid-project and follow-up surveys. In these evaluation methods, each participant was encouraged to share their views and advice on the project's impact and efficiency as well as possible suggestions and policy implications for future APEC-related cooperation programs and activities.

All project activities, including workshops, were conducted in English.

1.4 Project Deliverables

As approved in the Project Proposal, the deliverables for the project were two-fold:

1. A Best Practices Guidelines (refer to APEC Publication: APEC#222-TR-03.1), which compiles the inputs from experts and participants collected during the workshops and project activities.
2. A Project Summary (this document), which outlines the details of the project.

2 Project Beneficiaries

2.1 Overview

The beneficiary profiles for this project, also outlined in Section 1.3, included Member Economy AVSEC officials, policy makers and regulators, as well as aviation industry stakeholders responsible for AVSEC. Individuals were invited to participate from each of the 21 APEC Member Economies and solicited through TPTWG messaging, in consultation with the CTWG² and TWG. In accordance with the Malaysian Host Year's priorities and Proposed TPTWG Work Plan for 2020, this project upheld the initiative to encourage participation by Women in Transport. To this end, the Project Overseer strove to ensure the lists of participant invitees, speakers, and experts included a healthy mix of women and men.

Workshop participants were not envisioned as the only beneficiaries for this project. After each workshop, participants were encouraged to partner with stakeholders within their respective economy's aviation environment to apply the lessons learned. Through post-workshop activities and engagement, principles learned during the workshop were able to be replicated and implemented, thereby strengthening the security of the APEC region's aviation ecosystem and the global aviation network. Regardless of who participated in the workshops, all APEC Member Economies had access to the workshop materials and will have access to the project deliverables through the APEC Collaboration System (ACS) site³ to consult and hopefully introduce/implement within their respective economies.

Focal points of respective Governments of the APEC member economies in the TPTWG, CTWG, and TWG were encouraged to nominate their proposed participants and speakers through messaging coordinated by the APEC Secretariat. Participants were encouraged to attend all project activities, including both workshops, because Part 1 introduced key concepts to the project and Part 2 expanded on and provided a practical application of those concepts. Because the project's components built on each other, without attending all sessions, participants would be unlikely to have a full understanding of Security Culture and would be less likely to successfully implement the project's concepts in their economies' aviation operations.

In total, 69 individuals participated in the Project activities from 17 APEC Member Economies and several non-member participants from industry. APEC Member Economy participants and experts included representatives from Australia, Canada, Chile, Chinese Taipei, Indonesia, Japan, Malaysia, Mexico, New Zealand, Papua New Guinea, Peru, the Philippines, Republic of Korea, Singapore, Thailand, United States, and Viet Nam. Non-member participants and experts included representatives from ICAO, International Air Transport Association (IATA), Airports Council International (ACI) World, United Nations Office of Counter Terrorism (UNOCT), and DHL.

2.2 Gender Parity Target Goals

The Project Overseer did not discriminate and was inclusive when inviting AVSEC experts to participate in and contribute to the project. The Project Overseer ensured both women and men were invited to, engaged in and participated in all activities of the project. As noted in the Project Proposal, the Project Overseer targeted participant engagement of at least 25.0% of female participants and 30.0% of female experts and other contributors. The Project Overseer collected sex disaggregated data for all participants and experts during the nomination process of the Project, and this gender parity data may be found in Table 1.

As shown in Table 1, the Project Overseer was able to meet the target goal of at least 25.0% of female participants in both Part 1 and Part 2 of the project, culminating in an overall rate of 34.1% female participants. However, the Project Overseer was not able to achieve the target goal of 30.0% female experts and other contributors for the Part 1 workshop. Despite communicating the gender parity target goal when soliciting expert speakers for Part 1, Member Economies and non-member participants proposed and committed male expert speakers at a rate not conducive to meeting the gender parity target goal. Realizing this, when organizing the

² Until the sunset of CTWG in 2021.

³ Project materials may be found on the APEC ACS site: <http://mddb.apec.org/Pages/search.aspx>.

Part 2 Workshop, the Project Overseer committed to making up the difference and exceeded with 46.2% female expert contributors. Therefore, overall the Project Overseer met and exceeded both gender parity target goals with 34.1% of female participants and 32.0% female experts and other contributors.

Table 1. Sex disaggregated data from Part 1 and 2 of the project.

Type of Participant	Sum	Male (%)	Female (%)	Female Target Goal (%)
Overall				
<i>Total</i>	69	67.0	33.0	N/A
Participant	44	65.9	34.1	25.0
Expert and Speaker	25	68.0	32.0	30.0
Part 1 – Virtual Workshop				
<i>Total</i>	59	71.8	28.2	N/A
Participant	41	65.9	34.1	25.0
Expert and Speaker	18	77.8	22.2	30.0
Part 2 – Virtual Workshop				
<i>Total</i>	41	62.6	37.4	N/A
Participant	28	71.4	28.6	25.0
Expert and Speaker	13	53.8	46.2	30.0

3 Summary of Course Sessions

Originally envisioned as a four-day in-person workshop during the Concept Note phase, then a two-day three-hour virtual workshop (Part 1) and two-day in-person workshop with interactive components (Part 2) during the Project Proposal phase, due to international travel restrictions related to the COVID-19 pandemic, the Project Overseer requested and received approval from the APEC Secretariat to amend the design of the project, through the Project Design Amendment and Extension form process. While the amendment provided additional time for the Project Overseer to consider the feasibility of hosting an in-person workshop, ultimately Part 2 had to be adjusted to a virtual delivery. With this change, the Part 2 workshop was consolidated from two full days in-person to three virtual sessions of three hours each. Additionally, specific aspects of the project were eliminated in order to accommodate the virtual format, including each participant's creation of an action plan and interactive group activities. Despite this change, participants actively participated in the virtual workshops and found benefit in what the workshop provided, which is further explored in Section 4.

The following sub-sections provides a brief summary of the Part 1 and Part 2 workshop sessions.

3.1 Part 1 Workshop

3.1.1 Overview of Security Culture

Ross Lockie, ICAO, provided an overview of Security Culture, its elements, and resources available through ICAO and other sources to build and implement an effective Security Culture regime within economies. ICAO defines Security Culture as “a set of norms, beliefs, values, attitudes and assumptions that are inherent in the daily operation of an organization and are *reflected by the actions and behaviors* of all entities and personnel within the organization.” Mr Lockie stressed Security Culture is no different than everyday responsibilities – it is everyone's responsibility from the ground up and top-down – and reflected on the objectives of the YOSC, which ICAO designated as 2021. In support of the YOSC, ICAO hosted numerous Security Culture events, including trainings, and provided Secretariat support in the form of the ICAO Security Culture website to share articles, guidance, videos, and trainings; customizable resources, such as email signature blocks, banners, and editorials; the ICAO Security Culture Workshop and other training support; and the Security Culture self-assessment⁴ for economies to understand what aspects of an effective Security Culture are already in place and identify and prioritize next steps to enhancing their Security Culture. In regards to the self-assessment, participants were interested to hear if it could be taken by other modes of transportation, to which Mr Lockie responded that, while it was specifically designed with aviation in mind, it could easily be adapted to other modes of transportation.

3.1.2 Employee Awareness and Communicating the Threat

Using the “*If You See Something, Say Something*”[®] campaign as an example, Ryan Streeter, U.S. Department of Homeland Security (DHS), explained some of the key behavioral science approaches learned from employee awareness and communication campaigns, demonstrated their applications, and shared campaign best practices. For example, unifying the message of awareness campaigns to gain promotion among the audience is a critical best practice. Establishing an Awareness Day on September 25th each year in conjunction with National Preparedness Month has helped elevate the *If You See Something, Say Something*[®] campaign and highlighted the importance of suspicious activity reporting in the United States. After identifying the campaign's primary audience, Mr Streeter encouraged campaign organizers to incorporate social media into the communication plans as a best practice. Campaign content may be distributed across various social media platforms in a unified, supportive message using the COPE method – “Create once. Publish everywhere.” Participants appreciated hearing the lessons learned and best practices from the 10-year security awareness and suspicious activities reporting campaign, which spread from the aviation sector to federal and local levels,

⁴ <https://www.icao.int/Security/Security-Culture/Pages/State-self-assessment.aspx>.

as well as private companies within the United States, with elements even making its way into international security awareness campaigns.

3.1.3 Basing Security Culture on Risk

Jennifer Pedersen, U.S. Cybersecurity and Infrastructure Security Agency (CISA), provided an overview of the risk management fundamentals, to include strategic and capabilities-based planning, resource decisions, and exercise planning based on real-world events. According to the U.S. DHS Risk Lexicon (2010), risk is defined as the potential for unwanted outcome resulting from an incident, event, or occurrence, as determined by its likelihood and the associated consequences. With this in mind, Ms Pedersen reviewed the cyclical DHS Risk Management Process: define the context; identify potential risk; assess and analyze risk; develop alternatives; decide and implement; evaluate and monitor; and communicate throughout. When developing alternatives, key actions include: reviewing lessons learned from relevant past incidents; consulting subject matter experts, best practices, and government guidance; and evaluating options for risk reduction and residual risk. Participants inquired what factors might lead an organization to update a current risk assessment, to which Ms Pedersen offered risk assessments may be updated based on a change in the threat assessment or new threat information, such as the growing cyber threat from ransomware attacks. Recalling that risk is a function of threat, vulnerability, and consequence, the risk environment is constantly changing therefore if one aspect of the methodology changes, the risk assessment should be reevaluated to account for any change.

3.1.4 Training

Matthew Vaughan, IATA, presented examples of how industry can be collaborative partners when aviation organizations develop the knowledge, skills and capability that enable staff to practice good security. He emphasized that, in order for Security Culture to be sustainable, measures should be reviewed and practices must continuously evolve with current operations, thereby robust training programs are critical. In this endeavor, Mr Vaughan highlighted Security Management Systems (SeMS) and secure supply chains as key framework approaches to establishing and sustaining effective Security Culture programs. Participants were intrigued by how a SeMS approach may be used, so Mr Vaughan stressed SeMS as an almost philosophical approach to the entire aviation system, how it assists with business continuity and supports Insider Threat programs.

3.1.5 Role of Leadership in Security Culture

The Chief of Police for the U.S. Washington Metro Area Transit Authority (WMATA), Ron Pavlik provided an overview of the mission of the WMATA Police, its resources and capabilities, how it prepares for emergencies, and, in particular, how he uses his leadership role to inspire the best out of his workforce and the traveling public. Chief Pavlik remarked that creating and keeping alive a sense of Security Culture day to day is a challenge, but robust communication with employees, stakeholders, and the traveling public, such as through social media, helps to keep security in the forefront of everyone's mind. By modeling good Security Culture practices and ensuring all levels of leadership, himself included, are present during day-to-day operations and practice emergency drills, his workforce actively sees commitment from the highest levels and the traveling public is reassured by the visible presence. Chief Pavlik shared personal best practices in security leadership, to include: being present for new employee orientation to show high-level support from the first day; leading by example; and using emails, bulletin boards, and open door policies to empower the workforce to lead from the bottom up.

3.1.6 Information Security

In the current technological environment, information security and protection are critical, and not just for the aviation ecosystem. Randy Tally, U.S. CISA, and Sidd Gejji, U.S. Federal Aviation Administration (FAA), presented on a joint Aviation Cyber Initiative that aims to reduce cybersecurity risks and improve cyber resilience to support safe, secure, and efficient operations for the aviation ecosystem within the United States. As two out of the three Tri-Chairs for the Initiative, Mr Talley and Mr Gejji explained how, under this Initiative, U.S.

Government agencies, industry, and international partners work together to protect the extensive, multi-layered network that is the aviation ecosystem and its six primary entities: airports, aircraft, airlines, airlift, actors, and aviation management. These communities have intersecting elements and integral roles in the air domain so engagements can vary across organizations and partnerships, such as through information sharing and analysis groups, coordination councils, and working groups. The Initiative uses and recommends the National Institute of Standards and Technology (NIST) as a framework for cybersecurity management and, when prompted by participants, the speakers acknowledged the challenge to implementing the Initiative was sounding the alarm on the growing cybersecurity threat, as ten years ago cyber was considered an emerging technology and not yet looked at deeply.

3.1.7 Best Practice: Supply Chain Security

Warren Miller, U.S. TSA, and Roger Libby, DHL, conducted a conversational-style presentation on how modern supply chains are managed through effective Security Culture. From an industry perspective, Mr Libby has seen the pitfalls of operating in a vacuum in regards to not promoting Security Culture throughout an organization that has many locations around the globe and a disperse, diverse workforce. He stressed Security Culture must be valued as a priority with leadership buy-in and the necessity of working collaboratively with all stakeholders, internal and external to the organization. In this regard and when thinking about secure supply chain operations, it is important to work a common problem together as not one organization can understand all the different components or have all of the information necessary to tackle that problem; accordingly, information sharing with subject matters experts is key. When asked by participants, Mr Libby remarked that cybersecurity and maintaining a common corporate culture are challenges to Security Culture in an organization with worldwide operations, such as DHL. However, leaning into the company's diversity is actually DHL's strength, which it can leverage to gain insights and fresh perspectives from across its different regional offices and at its headquarters, and then share those insights and perspectives to better inform its organizational policies and practices and to address its organizational weaknesses in different locations.

3.1.8 Best Practice: Intermodal Training and Exercise Program

As Program Manager for the U.S. TSA's Intermodal Training and Exercise Program (I-STEP), Drew Bewick provided a case study on the program and best practices on working with stakeholders in various transportation modes to reduce risk and improve employee response and recovery procedures. I-STEP is a voluntary program that promotes agility, adaptability, and resiliency by building and empowering planning teams. Its mission is to enhance security and reduce risk across the transportation network. Working in partnership with transportation operators, I-STEP enables security partners to continuously improve the risk posture across U.S. transportation systems. There are two ways I-STEP collaborates with government stakeholders, through security planning workshops, which led to the development of the Transportation Security-Plan Template and Assessment Review Toolkit (T-START), and cybersecurity workshops, which encourages participants to develop five actions to take in five days, then consider the next five weeks and months. When asked by participants where leadership might start to enforce Security Culture, Mr Bewick suggested to start with a review of the security plan and a base assessment. Once assessed, you will be better able to define your objectives, identify capabilities that might require strengthening, and document plans, policies, and procedures that currently exist.

3.2 Part 2 Workshop

3.2.1 Review of Security Elements and Benefits

To refresh the principles learned some time before during Part 1, David Mickalonis, U.S. TSA, provided a review of the elements and benefits of Security Culture. He highlighted that an effective Security Culture is based on the recognition that effective security is a critical core value to business success and goals, and on the

establishment of positive practices among the workforce of an organization. It promotes recognition that effective security is critical to business or organizational success and articulates security as a core value rather than as an obligation or burdensome expense. The benefits of Security Culture are many and can include employees taking responsibility for security issues, increasing compliance with security measures, identifying and reporting behaviors/actions of concern, and improving security without the need for large expenditure. With this in mind, Mr Mickalonis reviewed the ICAO YOSC initiative, recalled available resources for support, and reminded participants about the ICAO Security Culture self-assessment. Using the polling feature on the virtual platform, Mr Mickalonis asked participants, "What YOSC initiatives did you or your organization participate in?" To which the top three answers were (in order): sharing best practices with counterparts in my economy; attending special training or seminars; and visiting the ICAO Security Portal to access and review Security Culture material.

3.2.2 Educating Staff on the Security Threat

One way U.S. TSA educates its frontline workforce of over 40,000 employees on the security threat, is through the Field Intelligence Officer (FIO) program. As a Program Analyst in Intelligence and Analysis for U.S. TSA, Gary Medrano frequently works with the FIOs and provided participants an overview on how the program works. FIOs conduct threat awareness briefings to transportation security stakeholders, serve as intelligence advisors to those stakeholders, and provide intelligence support at the airport-level to TSA leadership. In these positions, FIOs are the direct connection from TSA Headquarters to the airport workforce on matters of intelligence and information sharing. Mr Medrano noted when communicating the threat to the workforce, the key objective is to give the reason why. Doing this, such as explaining why security screeners should be vigilant for specific threats or prohibited items often increases the vigor of employees' engagement with security practices and procedures.

Following Mr Medrano's presentation on how information may be disseminated across the workforce, Andrew Matwick, UNOCT, provided a look into how counter-terrorism may be addressed in aviation security through the Threat Assessment Models (TAM) Programme. A relatively new program, the TAM Programme is looking at the intersection between aviation security, typically concerned with preventing acts of unlawful interference (managing risks), and counter-terrorism (identifying threats). It seeks to connect the dots between local security services and AVSEC stakeholders, and, by improving situational awareness and understanding of the local threat picture through developing and operationalizing a robust interagency communication model, the two may integrate efforts to identify, assess, and manage terrorist threats against civil aviation. The UNOCT has been conducting pilots in the Africa and Asia regions to strengthen this integration of efforts, and Mr Matwick hopes to share best practices in the near future.

Presenting a complementary aspect to Security Culture and its robust situational awareness, Elizabeth Neal, U.S. TSA, encouraged participants to consider awareness training for human trafficking indicators. Human trafficking, or trafficking in persons, involves the recruitment, transport, transfer, harboring or receipt of a person by such means as threat or use of force or other forms of coercion, abduction, fraud or deception for the purpose of exploitation, as defined by the United Nations (UN) General Assembly. Ms Neal proposed that combating human trafficking is an iterative framework, not dissimilar to Security Culture, one of recognizing, reporting, reviewing, and continuous revising programs. Thus, incorporating human trafficking indicators into an organization's Security Culture training and/or awareness campaigns is a simple win and could one day save a life, as demonstrated by a personal story on human trafficking she shared with the participants.

3.2.3 Effectively Communicating and Reinforcing Good Security Culture

David Mickalonis, U.S. TSA, demonstrated that employee engagement occurs when two different but connected things happen: an employee is personally satisfied in their role and the employee feels they are contributing to the organization's success. He stressed, when these two forces align, both the individual and the organization benefit in both the short and long term. Return on investment of employee engagement can take various forms, such as lower turnover rates at highly engaged companies than less-engaged peers, improved customer satisfaction, easier recruitment of top talent, and more productive employees. Mr Mickalonis listed some example methods that may be used to build security stakeholder and community engagement and, using the virtual

platform polling feature, asked participants which forms are in use by the participants' organizations. The top three results (in order) were: training on security subject matter; security information sharing forums and mechanisms; and a tie between strategic communications to the workforce and security awareness programs. From responses to the pre-workshop questionnaires, Mr Mickalonis noted that only a few organizations implement employee recognition programs, believing they are too costly. In actuality, recognition may take many forms and some of these forms are low cost with high dividends. Participants were encouraged to submit types of awards their employee recognition program provides or types of awards they wish were provided; responses included: recognition through an annual awards ceremony with families in attendance; displaying posters that recognizes employees with a summary of their accomplishments; gift certificates from airport merchants; time-off awards; challenge coins or pins (memorabilia); and 'shout outs' through social media.

3.2.4 Gaining and Retaining Security Culture Buy In

As a long-time leader at various levels in the aviation sector, Capt Eddie Mayenschein, U.S. TSA, shared pearls of wisdom on how to gain and retain Security Culture buy-in as a leader. From the start, Capt Mayenschein explained that, from an organizational perspective, this buy-in process takes a while and that change happens one conversation at a time. He described leadership is a state of relationships, a state of binding or building together as an act of comradery. Meaningful relationships work together towards a common goal and are consistent in their purpose. Capt Mayenschein stressed everyone is a leader in their own way and that leadership does not rest within a single person nor does it require a title, but rather it is a relationship among people. A personal favorite truism of Capt Mayenschein's is to encourage people to tell stories and listen to others tell their stories. He noted that leaders provide leadership in two ways – through the stories they tell (talk) and the kind of lives they lead (action). When questioned how to continue this work on tough days, Capt Mayenschein explained that professionals do the things they love even on the days they do not feel like doing it. Often insecure people are loud but confident folks are quiet – strength comes from believing in yourself. Participants were also curious how to effectively communicate between different levels and ages of staff, as well as across larger organizations and various aviation stakeholders, to which Capt Mayenschein responded there are no simple solutions. Engagement involves building relationships and it starts with one conversation at a time. He described how leaders build trust by connecting with their employees and stakeholders, so that when the phone rings in times of emergency or need, leaders are sure to trust themselves to answer the call.

3.2.5 Review of Security Management Systems

Expanding on the brief discussion of SeMS from Part 1, Nathalie Herbelles, ACI World, reviewed available security management resources and noted SeMS as a business-driven approach to security, modeled on Safety Management Systems (SMS). The key elements of SeMS is continuous improvement throughout the areas of incident management, commitment from management, threat and risk management, resource allocation, performance monitoring and measurement, and quality management. This continuous improvement requires linking different sets of information, which is made easier by data analytics tools, although high-tech is not a prerequisite to implementing SeMS. Ms Herbelles highlighted that data analytics tools can assist with quickly seeing trends in checkpoint performance or vulnerabilities in security compliance, and as a result, SeMS can steer entities towards a dynamic, proactive approach to risk mitigation. When asked how implementing SeMS can aid in the development of an effective Security Culture, Ms Herbelles responded that it creates a mindset change when an airport or entity embarks on implementing SeMS. It takes them beyond a list of procedures they have to follow and requires them to consider the results of performance monitoring and to consult their risk matrix. Communication is key as it shifts the sense of ownership for security in a complementary manner to Security Culture; that is, it is everyone's responsibility.

3.2.6 Designing Standards for Success

Exploring foundational principles for the next session, David Mickalonis, U.S. TSA, established goal setting for Security Culture implementation. Defining goals as the statements of the results we are working to accomplish

and designed to foster a clear understanding of what constitutes the expected levels of performance, while delineating goals from objectives and measures. Objectives translate the goals into actions, specific steps that will lead to fulfilling the goal, and supporting performance measures. Measures are quantitative indicators, statistics, or metrics used to gauge program performance. These align with objectives to evaluate the success of achieving the goal. Mr Mickalonis reiterated the key to creating an objective is to make it SMART: Specific, Measurable, Attainable, Relevant, and Time-bound.

3.2.7 Creating an Implementation Plan

Due to the inability to deliver the Part 2 Workshop in-person and conduct interactive activities to culminate in the creation of an action plan, David Mickalonis, U.S. TSA, outlined planning and implementation principles for participants to consider when creating their implementation plans. He noted planning has three distinct elements: choosing a destination or goal; evaluating alternatives; and deciding on the specific course of action to achieve the goal. Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on how and where to allocate its resources to pursue this strategy. Whereas, implementation planning involves defining how to execute the ideas and concepts included in the strategic plan in order to ensure the plan works on a day-to-day basis. Mr Mickalonis outlined six steps to create an implementation plan: 1) define goals and objectives; 2) conduct research; 3) map out risks; 4) schedule milestones; 5) assign tasks; and 6) allocate resources. Critical components to consider when creating a plan include: objectives; scope statement; outline of deliverables; task due dates; risk assessments; and team member roles and responsibilities. When asked how to garner external support (e.g., monetary or other resources) for project implementation, Mr Mickalonis reiterated Capt Mayenschein's mantra that part of being a leader is about relationships and it is critical to build relationships both internal and external to your organization. Once the relationships are established, consider striking up a formal or informal agreement and be open to not only what others can offer but what you or your organization can offer in return.

3.2.8 Review of Resources and Tools

Fernando Coelho, ICAO, reviewed the journey to highlight Security Culture at ICAO and YOSC objectives – to encourage action in a security conscious manner, to raise security awareness, and to promote effective and sustainable Security Culture. He highlighted the many state and industry efforts conducted over the campaign as outlined in the summary document and newsletter, including promotional material, videos, events and training, and guidance and articles – many of which are available on the ICAO Security Culture website that will be maintained as a permanent ICAO resource. Mr Coelho stressed Security Culture is not limited to 2021, the Year of Security Culture was just the impetus for a permanent focus on Security Culture by all. He encouraged the participants to use all of the available tools and resources to effectively integrate and develop an effective Security Culture.

Bronwyn Somers, Civil Aviation Authority of New Zealand, presented on the many Security Culture Training Initiatives of the New Zealand Aviation Security Service, as well as the impact of the COVID-19 pandemic and the importance of enhancing Security Culture for the aviation sector restart. These initiatives included: delivering a suite of ICAO Aviation Security Training Packages (ASTPs), such as the ICAO Security Culture Workshop, by the Auckland Aviation Security Training Center (ASTC); delivering security awareness training at the airport level; as well as continuing initial and ongoing training for all AVSEC personnel, including supervisors, employed at airports within New Zealand. Ms. Somers explained that these initiatives did not happen without some challenges, particularly during 2021, as in-person AVSEC training in New Zealand had to be cancelled and substituted with virtual delivery and eLearning modules, where possible, and AVSEC staff had to contend with little to no passenger operations. However, New Zealand swiftly pivoted and redeployed AVSEC staff to off-airport assignments, managing security at COVID-19 Managed Isolation Facilities. This resulted in no loss of staff employment and as aviation operations picked up, the AVSEC staff were able to return to the airport after some training. Ms Somers noted their current focus is on a new security awareness training workshop for Pacific economies on vigilance, recognition, and reporting, and encouraging the 'Big 6' airports of New Zealand to be a community, which resulted in the development of a security awareness video available on the ICAO website.

Aiden Yeo, Singapore Ministry of Transport, provided an overview of Singapore's efforts to promote Security Culture. In keeping with Security Culture best practices, Singapore promotes Security Culture across all levels of its aviation ecosystem and at the different stages of an employee's career – during initial onboarding and training for staff, receiving security awareness training when applying for or renewing airport security passes, and recognizing staff rewards for good security behaviors on social media channels. Mr Yeo highlighted Security Culture as the key component of the economy's AVSEC system, as it assists with understanding the prevailing threats, increases incident response, and aligns with the economy's AVSEC quality control and training policies. He stressed the importance of involving all stakeholders, including non-security entities such as immigration and customs authorities, and retail and commercial vendors in the airport, because security is everyone's responsibility.

4 Project Evaluation Instruments

4.1 Methodology

In keeping with good international capacity development practices, the Project Overseer incorporated ample opportunities for participants to provide feedback to the organizers throughout the project lifecycle, from development to conclusion. These included pre- and post-workshop questionnaires, a mid-project survey, a follow-up survey, as well as through regular communications between the Project Overseer and participants via email, to include updates to project timelines and activities. During each step of the project, the Project Overseer regularly reviewed and incorporated feedback received from participants to ensure the project activities not only met the project requirements outlined in the Project Proposal, but also that they met participants' expectations and addressed their areas of interest regarding Security Culture. For example, based off participant discussions during the Part 1 Workshop and comments from the workshop questionnaires, the Project Overseer understood participants were interested in learning more about SeMS and how it may assist with building a culture of security; therefore, the Project Overseer incorporated a SeMS session into the Part 2 Workshop. Information compiled from the pre- and post-workshop questionnaires from both Part 1 and Part 2, the mid-project survey, and the follow-up survey, which may be found in Appendix C.

Typically, the Project Overseer sent the pre-workshop questionnaire via email to participants one or two weeks in advanced of the workshop to solicit feedback from participants on what they wanted to learn during the workshop or to prompt participants to start thinking about concepts that were going to be discussed during the workshop, to encourage robust participation in the workshop and its discussions. Participants were requested to complete the two-page questionnaire and return it to the Project Overseer at any time prior to the workshop's start. The post-workshop questionnaire was sent via email to participants within days of the workshop completion, typically a day or two after, to ensure participant feedback was fresh and participants could recollect the workshop's lessons learned. While there was often no deadline for completion of the post-workshop questionnaire – participants were requested to complete and return the questionnaire at their earliest convenience – the majority of the responses were received within two weeks of the workshop's end. The post-workshop questionnaire served as a standard Level 1 evaluation⁵ of the workshop and included questions on the level of satisfaction with the workshop, level of usefulness of the information and materials covered, level of understanding and knowledge after completing the workshop, and how participants would apply what they learned during the workshop. Responses from the post-workshop questionnaire allowed the Project Overseer to monitor participants' overall satisfaction with the workshops and participants' increase (or decrease) in level of understanding and knowledge of the project's principles between the workshops and at the conclusion. These results will be further explored in detail in Sections 4.3 and 4.4.

As can be deduced by its name, the Project Overseer sent participants the mid-project survey between the Part 1 and Part 2 Workshops, as an activity to bridge the gap between the parts of the project and to continue participants' engagement with the project material intersessionally. The mid-project survey included questions on key concepts and best practices that had already emerged during the project's initial activities, as well as questions on current Security Culture programs implemented and challenges to developing or implementing Security Culture programs in participants' economies. Responses to the mid-project survey were evaluated for consideration in the Part 2 Workshop and inclusion in this Project Summary and the Best Practices Guidelines. Similar to the mid-project survey, the follow-up survey included questions on key concepts that arose from the project thus far and further solicited economies' best practices on developing and implementing Security Culture programs. The follow-up survey was sent two months after the completion of the Part 2 Workshop with a request to complete and return the survey within six weeks.

In an effort to ensure greater completion and return of questionnaires and surveys, the Project Overseer often reminded participants of the request to complete the project evaluation instruments at least twice.

⁵ The Kirkpatrick Model is an internationally recognized tool for evaluating and analyzing the results of educational training and learning programs (<https://www.mindtools.com/pages/article/kirkpatrick.htm>).

4.2 Challenges

Owing largely to continued international travel restrictions related to the COVID-19 pandemic, the project was adjusted from its original Concept Note proposal of a four-day in-person workshop to a two-part virtual workshop. Among other things, the adjustment meant changes to the project evaluation instruments, which provided additional challenges for the Project Overseer. With the increase from one to two workshops, the questionnaire expectations were accordingly doubled and the mid-project survey was added as a new project activity. The Outreach Campaign Briefer was also added as an additional resource for participants. While the participants would have received the pre-workshop questionnaire similar to how it was conducted (i.e., sent via email to participants about two weeks before the workshop), had the workshop been in-person, the post-workshop questionnaire would have been completed in real-time before the workshop concluded and participants could have returned the questionnaire before leaving the meeting room. Therefore, the rate of completion for the post-workshop questionnaire was expected to have been higher and in-line with the target goal in the Project Proposal, which was an ambitious target goal. However, conducting the workshops virtually meant the project evaluation instruments were also disseminated, completed, and collected virtually, and the Project Overseer was limited to sending reminders to the participants to complete and submit the project evaluation instruments in a timely manner.

Additionally, because the Project Overseer was monitoring the status of COVID-19 transmission globally in the hopes of conducting Part 2 as originally envisioned as an in-person workshop, the Project Overseer requested to extend the project activities by several months.⁶ This extension allowed additional time for the Project Overseer to develop and host the virtual workshops, but in that time, some participants had changed jobs or became non-responsive to requests, therefore the rate of completion for the project evaluation instruments fluctuated, as indicated in Table 2. Regardless, despite not meeting the target completion rate, as proposed in the Project Proposal, the quality of the feedback received from participants was high, as discussed in Section 4.3.

⁶ The original Concept Note was from April 2021 to June 2022, but the project timeline was amended, as approval by the APEC Secretariat, to conduct the project from February 2021 to September 2022.

Table 2. Rate of completion of project evaluation instruments.

Project Evaluation Instruments	Sum	Percentage of Completion (%)	Target Goal (%)
Part 1 – Virtual Workshop			
<i>Number of Part 1 participants</i>	59	N/A	N/A
Pre-workshop questionnaire	32	54.2	90.0
Post-workshop questionnaire	20	33.9	90.0
Mid-project Survey			
<i>Number of project participants</i>	59	N/A	N/A ⁷
Mid-project survey	7	11.8	N/A
Part 2 – Virtual Workshop			
<i>Number of Part 2 participants</i>	41	N/A	N/A
Pre-workshop questionnaire	1	2.4	90.0
Post-workshop questionnaire	11	26.8	90.0
Follow-up Survey			
<i>Number of project participants</i>	59	N/A	N/A
Follow-up survey	7	11.9	N/A

4.3 Project Monitoring and Evaluation

As indicated in the Part 1 pre-workshop questionnaire, 93.8% of respondents have 1-15 years of experience in their current position and respondents were often in supervisory or managerial positions (75.0%), which included responsibilities for operations (59.4%), planning (50.0%), and administration (43.8%), as well as other responsibilities such as policy and training. As detailed in Section 2.1, the target audience for the project (selection criteria) were individuals in Executive or Managerial-level positions who are directly involved in the development and/or operationalization of AVSEC policies and programs within APEC Member Economies. Responses supported and confirmed that the target audience for the project was met.

To evaluate whether project objectives were met, the Project Overseer included target goals in the Project Proposal, as outlined in Appendix A.2. For the first outcome – participants have expanded their knowledge on workshop principles – the target indicator was at least 50.0% increase in knowledge of workshop principles. Respondents to the Part 1 and Part 2 post-workshop questionnaires indicated a 100.0% enhancement (either significantly enhanced or somewhat enhanced) of understanding and knowledge after completion of both the Part 1 and Part 2 Workshops. While no specific questions were asked to quantify responses in meeting the other two outcomes – behavior is changed to include the implementation of Security Culture concepts and best practices are further developed and informed international guidelines – and related target goals, quantitative feedback from participants indicate at least a third of participants will undertake behavior changes in-line with workshop principles and/or the start or increase of activities directly related to workshop principles.⁸ This is demonstrated by responses to the question asking participants how they will apply what they learned during the virtual workshop.

4.4 Analysis

⁷ No target goal of completion was indicated in the Project Proposal for the mid-project survey nor the follow-up survey.

⁸ The target goals were at least 30.0% report change in behavior in-line with workshop principles, and at least 30.0% report the start or increase of activities directly related to workshop principles, respectively.

Responses to the Part 1 pre-workshop questionnaire also provided the Project Overseer a baseline understanding of what Security Culture Tools⁹ were already employed and which Tools were least implemented in participants' economies. The most employed Tools, as indicated by responses to the questionnaire, included: induction (84.4%) and refresher (71.9%) training; clearly documented policy and procedures on information security (71.9%); targeted threat briefs (68.8%); regular security awareness campaigns (68.8%); continuous learning activities for training (65.6%); and regular table top exercises and practice drills (65.6%). Whereas, the least employed Tools included: wallet cards for incident response (15.6%); rewards and thank you for reporting systems (18.8%); induction training on reporting systems (25.0%); and SeMS (25.0%). It was no surprise to the Project Overseer that the top most employed Tools were ones that could be tied to ICAO Annex 17 – *Security Standards*, such as Standard 3.1.12, which requires initial and recurrent security awareness training. Annex 17 Standards and Recommended Practices (SARPs) provide an international baseline for AVSEC measures and it stands to reason that ICAO requirements would, generally, be widely implemented by aviation organizations globally.

On the other hand, the least employed Tools are ones that are not necessarily tied to Annex 17 SARPs and are ones that often require resources to develop and implement; for example, there are costs associated with printing wallet cards and maintaining an adequate stock, and obtaining meaningful rewards to encourage use of the reporting systems. Some of the most employed and least employed Tools were also incorporated into questions for the mid-project survey, as an opportunity to receive greater clarity on how economies implement those Tools or what challenges they face in implementation. In the case of the rewards or thank you programs for reporting systems, many participants confirmed that budget was the overwhelming constraint to implementing such a Tool. Understanding the development and implementation of Security Culture has sustained benefits for every economy, the Project Overseer considered responses to the various project evaluation instruments and incorporated low-cost best practices for implementation of the least employed Tools into the project activities in response, which was of particular relevance for those economies operating with very limited AVSEC resources.

It is clear from responses to each of the project evaluation instruments, that participants were interested in hearing from other Member Economies, particularly on how to achieve and leverage buy-in from stakeholders and motivate the workforce, best practices on cybersecurity and information sharing, and how SeMS complements Security Culture. Therefore, the Project Overseer incorporated these suggestions into the Part 2 Workshop and provided other opportunities for participants to highlight and share their best practices for inclusion in the Best Practices Guidelines (e.g., through completion of the mid-project survey and follow-up survey).

Responses to the project evaluation instruments also provided key considerations should the Project Overseer consider seeking approval to continue the project under the auspices of APEC through the next evolution, or conducting the project with another international organization, such as ICAO. Such suggestions, included: conducting the workshops with greater frequency and including other aviation stakeholders, such as industry; including additional presentations by APEC Member Economies to compare and contrast diversity of Security Culture programs and best practices; and following up with participants after some time to understand how they applied principles of the project and YOSC activities within their respective economies. Feedback from participants were crucial to the enhancement of the project during the design and implementation phases, and are also important considerations for the next steps of the project, as further detailed in Section 6.2.

⁹ Referenced from the ICAO Security Culture Toolkit: https://www.icao.int/Security/Security-Culture/ICAO%20SC%20Resources/ICAO%20SECURITY%20CULTURE%20TOOLKIT_EN.pdf.

5 Security Culture Best Practices

Throughout the project, participants were encouraged to share best practices to build a culture of security within their economy through the project evaluation instruments and during the workshop itself. The initial set of recommendations were captured from inputs from the Part 1 Workshop and included in the Outreach Campaign Briefer that was shared with participants in October 2021. The Briefer may be found in Appendix D. The Best Practices Guidelines, which may be found in APEC Publication: APEC#222-TR-03.1, expands on information already found in the Briefer and captures additional best practices and lessons learned over the course of the entire life of the project. The Guidelines provides key considerations participants noted throughout the project, as well as additional considerations where participants noted challenges in their own programs, namely where to start and how to develop or implement certain Security Culture Tools or principles. The Guidelines is by no means an exhaustive list of Security Culture best practices; however, it provides a true look at key principles explored in depth throughout the project and best practices, references and resources that participants and experts offered as crucial to building a culture of security and countering the insider risk.

6 Additional Considerations

6.1 Recommendations

Achievement of the project outcomes includes the integration, institution, and implementation of the project principles (i.e., risk management, Security Culture tools) into Member Economies' domestic program policy frameworks and domestic security programs, and into aviation operators' procedures. At that time, workshop principles are sustained due to its perpetuation in the domestic programs and procedures. Knowing that changes to policy are often lengthy endeavors and may take longer than this project's timeline to achieve, participants are encouraged to continuously consult the Best Practices Guidelines and engage with other workshop participants to build a supportive AVSEC network. This project was designed to give participants the building blocks for successful completion of the project outcomes; however, participants must have the will to actually complete them. The Project Overseer will continue to provide support to select participants through initiatives in future projects, and as needed and requested by any of the project participants.

Additionally, the Project Overseer may adapt the project activities and Best Practices Guidelines and apply it to a Security Culture workshop designed for other regions, transportation sectors (i.e., maritime, land, intermodal, etc.), or for the benefit of industry stakeholders. This would allow even more professionals in other modes of transportation to enhance their security posture and counter the insider risk by adapting and using the Best Practices Guidelines across the different transportation sectors. Conducting this project again, with a focus on other regional expertise or modes of transportation, will help to better inform and advance economies' knowledge that Security Culture and risk analysis principles are important factors in transportation security writ large. This will also promote continued discussions on Security Culture and allow for substantive development and expansion of the Best Practices Guidelines across sectors. Participants of this workshop also had a similar suggestion to include other aviation stakeholders, such as industry, to speak upon their experiences in building a culture of security.

Any future iterations of the project should also take into consideration other key suggestions from the participants: for example, conduct the workshops with greater frequency. The need to split the workshop into two parts and the ability to conduct them in a timely manner were particular challenges that were a direct result of the COVID-19 pandemic. Should the project be conducted again or continued in the future, conducting the workshop(s) in-person, as originally intended, would be pursued by the Project Overseer now that international travel restrictions have been eased or are easing. Other suggestions from participants included inviting even more APEC Member Economies to share their experiences, in an effort to compare and contrast diversity of Security Culture programs and best practices, and following up with participants after some time to understand how they applied principles of the project and YOSC activities to their economy. Throughout the project, the Project Overseer has encouraged experience sharing from all APEC Member Economies and hopes that in the future the experience sharing will continue within and outside of APEC. Additionally, should the project be continued, the Project Overseer would look forward to incorporating a follow-up survey or activity with the original participants to see what Security Culture best practices were taken onboard and how their economy's culture of security might have evolved over time. These suggestions and others will be taken into consideration for future iterations of the project, as appropriate.

6.2 Next Steps

After the Best Practices Guidelines and Project Summary have been endorsed by the APEC TPTWG and the collaborating stakeholder working groups, the Project Overseer will share them with ICAO through an appropriate forum, such as ICAO's AVSEC Panel of Experts, AVSEC Symposium, and/or the AVSEC High-Level Conference. This will inform ICAO on the work being conducted within APEC Member Economies on the development and implementation of Security Culture and will promote the Best Practices Guidelines for global dissemination and consideration. The Project Overseer will encourage ICAO to continue the project and further promote implementation of the project principles with the aim of influencing global standards and guidance material. In sum, the continuation of this project would result in the emphasis on the interconnectedness of

aviation across economies – both regionally and globally – and establish APEC as a regional and global leader in the development of Security Culture Best Practices.

7 Concluding Remarks

This section concludes the main body of the Project Summary, summarizing the methodological steps taken to conduct the project, the challenges faced, outcomes of the project, as well as additional considerations. At the conclusion of this project, participants have demonstrated an expansion of their knowledge of AVSEC threats, risk management principles, and specific measures supporting Security Culture. They have a greater understanding of how to apply risk management principles in the development and execution of security policies, programs, and plans and how to effectively implement Security Culture Tools across the aviation environment.

With the increased understanding of Security Culture and the risks associated with the insider threat, participants are encouraged to formulate regulatory requirements and AVSEC policies and plans in a way that enables and facilitates more cost effective security operations. This would ensure that Security Culture concepts are further developed and implemented within the aviation environment. Participants are encouraged, along with industry stakeholders, to work collaboratively to create a safe and secure aviation environment that is buttressed by a cohesive culture of security.

Throughout the project, participants developed cross-collaborative information sharing of APEC Member Economy AVSEC authorities' experiences and best practices, which culminated in the collation of the Best Practices Guidelines. Participants are supported throughout their implementation of Security Culture concepts within their domestic operations through the employment of risk analysis and risk mitigation principles.

It is the Project Overseer's hope that all participants, speakers, and experts found value in the project and will find value in the Best Practices Guidelines, which is intended as a living document to be updated as the project's activities are brought to other transportation groups to expound upon.

The Project Overseer would like to thank the participants, speakers and experts, and the project co-sponsors – Canada, Chinese Taipei, New Zealand, and Singapore – for their support and valuable contributions to *Building a Culture of Security and Countering the Insider Risk*.

List of Appendices

APPENDIX A – Project Outlines

- **A.1 Original Concept Note**
- **A.2 Original Project Proposal**
- **A.3 Final Approved Project Design Amendment and Extension Form**

APPENDIX B – Workshop Agendas

- **B.1 Part 1 Workshop**
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APPENDIX C – Project Evaluation Instruments

- **C.1 Part 1: Pre-Workshop Questionnaire**
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- **C.6 Follow-Up Survey**

APPENDIX D – Outreach Campaign Briefer

Appendix A – Project Outlines

A.1 Original Concept Note

APEC Concept Note

Please submit to APEC Secretariat Program Director. **Concept Notes exceeding 3 pages (including title page) and incomplete submissions will not be considered. Responses must be no less than 10pt font.**

Project Title:	Workshop – Building a Culture of Security and Countering the Insider Risk
Fund Source (Select <u>one only</u>):	
<input type="checkbox"/> General Project Account (GPA) <input type="checkbox"/> Trade and Investment Liberalization and Facilitation Special Account (TILF) <input type="checkbox"/> APEC Support Fund (ASF) – General Fund <input checked="" type="checkbox"/> APEC Support Fund (ASF) – Sub-Fund. <u>You must nominate the sub-fund here:</u> Human Security	
APEC forum:	Transportation Working Group (TPTWG), in collaboration with the Counter Terrorism Working Group (CTWG) and Tourism Working Group (TWG)
Proposing APEC economy:	United States of America
Co-sponsoring economies:	Canada, Chinese Taipei, New Zealand, Singapore
Expected Start Date:	April 2021
Project Completion Date: <small>See Chapter 7 Guidebook on APEC Projects</small>	June 2022
Project summary: <i>In 150 words -</i> <ul style="list-style-type: none"> • What is the issue that you will address or examine in your project? • Outline the key things your project will do, in terms of what, where, when and with whom. <small>(Summary <u>must be no longer than</u> the box provided. Cover sheet must fit on one page)</small>	<p>Security culture is a set of common beliefs, values and practices that are inherent in an organization's daily operations. The benefits of security culture in an aviation organization are many, including the reduced risk of security incidents and breaches when employees work in more security-conscious ways, which has both direct and indirect impacts on an airport's commercial viability, both locally and regionally. This project is designed as a four-day instructional course with interactive components and follow-up surveys, culminating in a Best Practices Guidelines to enhance Member Economies' aviation security culture policies and programs. The workshop will cover the benefits of conducting risk analyses, to include identifying and defining key components of risk, and highlight international practices and guidance on designing and implementing effective organizational security as a means of countering the unique risk posed by Insiders within the aviation environment. This workshop is being considered for Summer 2021 in Australia.</p>
Total cost of proposal: (APEC funding + self-funding): USD \$115,000	Total amount being sought from APEC (USD): \$93,000 By category: Travel: \$70,000 Labor costs: \$0 Hosting: \$20,000 Publication & distribution: \$1,000 Other: \$2,000 <small>(See Guidebook on APEC Projects, Ch. 9 to ensure all proposed costs are allowable.)</small>

Project Overseer Information and Declaration:

Name: Kalei Cravalho // Eric Yatar // David Mickalonis

Title: Program Analyst // Deputy Director // Branch Manager

Organization: U.S. Transportation Security Administration

Tel: +1-571-227-1149

E-mail: ghislaine.cravalho@tsa.dhs.gov

As Project Overseer and on behalf of the above said Organization, I declare that this submission was prepared in accordance with the **Guidebook on APEC Projects (the Guidebook)** and any ensuing project will comply with said Guidebook. Failure to do so may result in the BMC denying or revoking funding and/or project approval. I understand that any funds approved are granted on the basis of the information in the document's budget table, in the case of any inconsistencies within the document.

Project Synopsis

1. **Relevance – Benefits to region:** What problem does the project seek to address? Does it have sustained benefits for more than one economy?

This project seeks to assist APEC Member Economies to address the improvement of aviation and airport workers' engagement with and responsibility for security issues, and identification and reporting of behaviors and activities of concern, without the need for major resource expenditure. Developing security culture and human capability is a priority outcome of the International Civil Aviation Organization's (ICAO) Global Aviation Security Plan; to that end, ICAO will relaunch the "Year of Security Culture" in 2021. This APEC project will assist Member Economies in understanding the importance of and how to design programs and policies that enhance security awareness and improve their aviation system's culture of security, particularly within the airport environment. This will, in turn, benefit the regional aviation ecosystem and ultimately the global transportation network.

Relevance – Eligibility and Fund Priorities: How does the project a) meet the eligibility criteria and b) support the funding priorities for the nominated fund or sub-fund? Refer to the APEC website.

This project falls under the APEC Support Fund – Sub-Fund on Human Security with an emphasis on the funding priorities of Counter-Terrorism and Secure Trade. This project targets Member Economies' capacity to effectively counter terrorist threats to the aviation domain and mitigate vulnerabilities within the airport environment. By promoting greater understanding of the components of risk analysis and its importance to an effective security posture, this project will contribute to sustainable growth of the aviation sector and encourage the development and implementation of innovative aviation security (AVSEC) policies and programs in furtherance of risk reduction. This project will also enable Member Economies to further ICAO's priority outcomes, while enhancing their capacity to develop policies and implement programs related to the enhancement of security culture, by learning best practices from other economies' experiences that are complemented by sound risk analyses and management principles.

Relevance – Capacity Building: How will the project build the capacity of APEC member economies? For ASF projects, please identify the APEC developing member economies that will benefit from this project. (Refer to capacity building goals, objectives and principles at Appendix K of the Guidebook.)

At the 2006 Total Supply Chain Security Symposium, the Chairman of the Counter-Terrorism Task Force declared there can be no sustained development without robust security. The development of a functional security culture that is embodied in philosophies, set forth in policies, transmitted across communities, emphasized in public messages and symbols, and integrated in corporate and non-government objectives is imperative to the success of Member Economies' security efforts. This project directly supports APEC's goal for capacity building while attaining sustainable growth and equitable development in the Asia-Pacific region, and is designed to build Member Economies' capacity to attain long-term sustainable growth by strengthening and ingraining security culture in aviation operations. The security culture principles learned and best practices shared can be easily replicated across economies and the region through partnerships with aviation stakeholders. By strengthening the AVSEC environment, economies will be able to participate more fully in the region through trade and investments in the global economy.

Objective: State the overall objective of the project in 100 words or less. The objective is the overarching goal of your project, for example, "Our objective is to build the capacity of project participants through workshop and research to better support the X Roadmap, and produce recommendations as a basis for further collaboration to address the APEC-wide issue of..." In the Project Proposal, you will be required to identify a set of measurable project-level outcomes, which if collectively achieved, define whether the project has met the objective stated here. You can identify more than one objective, but avoid confusing the *objective* or goal of the project with the project's *outcomes*.

The objectives of this project are three-fold: 1) ensure participants understand the concepts of security culture and how they relate to their domestic AVSEC regimes; 2) increase participants' knowledge of the insider threat within the aviation domain and how to better leverage stakeholder buy-in to mitigate that threat within a resource-constrained environment; and 3) build support for participants' strategies for implementing security culture concepts within their domestic operations, employing risk analysis and mitigation principles.

2. **Alignment – APEC: Describe specific APEC priorities, goals, strategies and/or statements that the project supports, and explain how the project will contribute to their achievement.**

This project advances several priorities outlined in the 2017 APEC Transportation Ministerial Meeting, including: **enhancing transportation security** by improving Member Economies' capacity to mitigate vulnerabilities and counter terrorist threats; **engaging with other stakeholders** within APEC (*i.e.*, CTWG, TWG) and international organizations (*i.e.*, ICAO); **encouraging participation in ICAO priorities**, such as the development of security culture and human capability programs; and **minimizing security risks to transportation** by encouraging economies to develop strong security policies and boost participation in security initiatives.

Alignment – Forum: How does the project align with your forum's work plan/strategic plan?

The Proposed TPTWG Work Plan for 2020 lists priorities to advance APEC's overarching agenda, such as enhancing transportation accessibility, safety, security, resilience, efficiency, and sustainability, as well as encouraging cross-cutting socio-economic improvement. This project aligns with those agenda items by enabling Member Economies to develop and institute sustainable AVSEC measures that will enhance security culture across the airport environment, which will allow for sustained high levels of security across the aviation network and throughout the APEC region. Additionally, at its 47th Meeting, the TPTWG Aviation Experts Group (AEG) agreed upon 'security culture and countering the Insider threat' as one of its policy focus themes, for which this project is directly aligned.

3. **Methodology: How do you plan to implement the project? Briefly address the following:**

• **Work plan: In a simple table, outline the project from start to end. Show key project outputs and activities and associated dates or timelines.**

- April 2021: Project coordination – secure workshop location, recruit speakers, and issue invitations.
- May-June 2021: Workshop development – develop curriculum as a beginner to intermediate course to security culture, including project modules on the Insider threat, components and benefits of risk analysis, and implementation of Tools from the ICAO Security Culture Toolkit.
- July 2021: Workshop delivery (4 days) – deliver classroom-style instruction and practical exercises. Deliverable outcomes will include: (1) greater understanding by participants of the requirements set forth by the relevant international standards and recommended practices; (2) cross-collaborative information sharing of Member Economy AVSEC authorities' experiences and best practices; and (3) development of airport and/or domestic level policy and planning guidance within participant manuals that can be taken back to the participants' respective economies for implementation.
- August 2021-March 2022: Project follow-up activities – conduct follow-up surveys of workshop participants to measure the level of development and implementation of workshop material. Additionally, collect inputs to Best Practices Guidelines (deliverable) for compilation and dissemination to workshop participants and future reporting to the APEC TPTWG.
- April-June 2022: Evaluation and reports – finalize recommendations and submit final reports.

• **Beneficiaries: Selection criteria for participants, beneficiary profiles (e.g. participants, end users, policy makers, researchers/ analysts, gender) and how they will be engaged.**

The target audience for this workshop is individuals in an Executive or Managerial-level position who are directly involved in the development and/or operationalization of AVSEC policies and programs within APEC Member Economies, both at the domestic (regulator) level and airport (operator) level. Beneficiaries' profiles include a mix of women and men, AVSEC officials, policy-makers of Member Economy regulators, and aviation industry stakeholders responsible for AVSEC.

• **Evaluation: Outline the indicators which will be used to measure progress towards the project outcomes. Where possible provide indicators which could assess impacts on women.**

Workshop questionnaires will be conducted to determine the quality of the workshop presentation and measure the level of participant understanding of the subject matter pre- and post-workshop delivery. Additionally, follow-up surveys of workshop participants will be conducted at approximately four and eight months post-workshop delivery, which will measure the level of development and implementation of workshop material within the participants' respective economies and determine successes and obstacles. The information gleaned from these surveys, along with other project deliverables, will be presented at the next meeting(s) of the TPTWG AEG, Security Sub-Group following the completion of the project.

• **Linkages: Information on other APEC and non-APEC stakeholders and how they will be engaged. If and how this proposal builds on (but does not duplicate) the work of other projects. How will this activity promote cross fora collaboration?**

Since 1994, APEC Leaders have committed to the "Bogor Goals" in the pursuit of free and open trade and investment. Aviation security (or lack thereof) does not only affect the transportation industry; it can affect the growth potential of the region by promoting or inhibiting trade, investment, and tourism. To enhance the depth of discussion and demonstrate the importance of security culture beyond the TPTWG, other APEC Working Groups and sub-fora leads, such as the CTWG and TWG, will be invited to contribute to the design and implementation of this project. Additionally, the project results and deliverables will be shared with other international fora, such as ICAO's AVSEC Panel, to inform on the work being conducted within APEC Member Economies, promote the Best Practices Guidelines for global dissemination, and to inform development of ICAO's security culture guidance material.

A.2 Original Project Proposal APEC Project Proposal

Project title and number:	TPT 07 2020A – Building a Culture of Security and Countering the Insider Risk		
Fund Source: ASF Human Security Sub-Fund			
APEC forum:	Transportation Working Group (TPTWG), in collaboration with the Counter Terrorism Working Group (CTWG) and Tourism Working Group (TWG)		
Proposing APEC economy:	United States of America		
Co-sponsoring economies:	Canada; Chinese Taipei; New Zealand; Singapore		
Expected Start Date:	February 2021		
Project Completion Date: <small>See Chapter 7 Guidebook on APEC Projects</small>	June 2022		
Project summary: <i>In 150 words -</i> <ul style="list-style-type: none"> • What is the issue that you will address or examine in your project? • Outline the key things your project will do, in terms of what, where, when and with whom. <small>(Summary <i>must be</i> no longer than the box provided. Cover sheet must fit on one page)</small>	<p>Security culture is a set of common beliefs, values and practices that are inherent in an organization's daily operations. The benefits of security culture to an aviation organization are many, including the reduced risk of security incidents and breaches when employees work in more security-conscious ways. This has both direct and indirect impacts on an airport's commercial viability and consumer confidence, both locally and regionally. This project will consist of two three-hour virtual workshop sessions, a two-day in-person workshop with interactive components, and mid- and follow-up surveys, culminating in a Best Practices Guidelines to enhance Member Economies' aviation security culture policies and programs. The workshop will cover the benefits of conducting risk analyses, to include identifying and defining key components of risk, and highlight international practices and guidance on designing and implementing effective organizational security as a means of countering the unique risk posed by insiders within the aviation environment.</p>		
Summary of Proposed Budget (USD) :	APEC funding	Self-funding	Total
	93,000	22,000	115,000

Project Overseer Information and Declaration:

Name: Kalei Cravalho // Eric Yatar // David Mickalonis

Title: Program Analyst // Deputy Director // Branch Manager

Organization: U.S. Transportation Security Administration

Tel: +1-571-227-1149

E-mail: ghislaine.cravalho@tsa.dhs.gov

As Project Overseer and on behalf of the above said Organization, I declare that this submission was prepared in accordance with the **Guidebook on APEC Projects** and any ensuing project will comply with said Guidebook. Failure to do so may result in the BMC denying or revoking funding and/or project approval. I understand that any funds approved are granted on the basis of the information in the document's budget table, in the case of any inconsistencies within the document.

Name of Project Overseer / Date

Project Details

SECTION A: Project Relevance

1. **Relevance – Benefits to region: What problem does the project seek to address? Does it have sustained benefits for more than one economy?**

This project seeks to assist APEC Member Economies to address the improvement of aviation and airport workers' engagement with and responsibility for security issues, and identification and reporting of behaviors and activities of concern, without the need for major resource expenditure. Developing security culture and human capability is a priority outcome of the International Civil Aviation Organization's (ICAO) Global Aviation Security Plan; to that end, ICAO will relaunch the "Year of Security Culture" in 2021. This APEC project will assist Member Economies in understanding the importance of and how to design programs and policies that enhance security awareness and improve their aviation system's culture of security, particularly within the airport environment. This will, in turn, benefit the regional aviation ecosystem and ultimately the global transportation network. The implementation of security culture has sustained benefits for every economy, from economies that are in the early stages of developing their aviation security (AVSEC) programs to economies with established AVSEC programs, but it is particularly relevant for those operating with very limited AVSEC resources.

The proposed Security Culture Project is unique from other aviation security-related projects funded and/or sponsored/endorsed by APEC because this Project will cover the fundamental principles of policy-making and programming that contribute to the development and sustainment of Security Culture within the aviation domain, which these other projects do not. The Security Culture Project will specifically address the various tools that Member Economies can use to develop their own Economy-specific policies and programs for operational implementation within an airport operating environment, and establish the overarching framework that will ensure an active and effective Security Culture. The International Civil Aviation Organization (ICAO) has dubbed 2021 as the Year of Security Culture, and this Project will advance the aims of that initiative and allow APEC Member Economies to establish best practices and gather lessons learned that can be shared across the APEC Region but also external to APEC, and contribute to and inform the development of international guidance material on Security Culture at the ICAO-level and that can be shared in other forums as well. None of the other APEC projects address this particular topic or aim to achieve these outcomes. Similarly, this Project advances the current policy theme focus of the APEC TPTWG-Aviation Experts Group, which is Security Culture, builds on the fruitful discussions within that forum, and will provide a substantive and tangible output for the TPTWG-AEG.

Outputs 1 and 2 (delivery of workshops) directly relate to the project issue as they are the main source of project learning and will kick-off knowledge sharing between APEC member economies on the subject of Security Culture. Without outputs 1 and 2, project outcomes would not be realized because there would be no knowledge transfer. Output 3 (Best Practices Guidelines) is a compilation of lessons learned and best practices of APEC member economies. This output allows participants to review what other APEC member economies have implemented in regards to Security Culture, thus promoting ideas on what they may be able to adopt and implement within their respective economies to develop and/or enhance their Security Culture policies, programs, and related initiatives. Output 4 (Workshop Summary) will condense workshop lessons for review by the APEC Secretariat and for reference by the participants. Publishing the Workshop Summary for distribution will encourage participants to share the knowledge gained within their respective economies and to consider expanding on workshop principles. Sharing the Best Practices Guidelines and Workshop Summary with other international forums (for example, ICAO) will assist in realizing future projects and reporting results, as mentioned in Question 13: Sustainability, and will also place APEC at the forefront as a contributor to the development of international guidance material on Security Culture that may be used outside of the APEC Region and that may also be adapted for use in other modes of transportation.

Relevance – Eligibility and Fund Priorities: How does the project a) meet the eligibility criteria and b) support the funding priorities for the nominated fund or sub-fund?

This project falls under the APEC Support Fund – Sub-Fund on Human Security with an emphasis on the funding priorities of Counter-Terrorism and Secure Trade. This project targets Member Economies' capacity to effectively counter terrorist threats to the aviation domain and mitigate vulnerabilities within the airport environment. This project will contribute to sustainable growth of the aviation sector and encourage the development and implementation of innovative AVSEC policies and programs in furtherance of risk reduction. This project will also enable Member Economies to further ICAO's priority outcomes, while enhancing their capacity to develop policies and implement programs related to the enhancement of security culture, by learning best practices from other economies' experiences that are complemented by sound risk analyses and management principles.

Relevance – Capacity Building: How will the project build the capacity of APEC member economies. For ASF projects, please identify the APEC developing member economies that will benefit from this project.

At the 2006 Total Supply Chain Security Symposium, the Chairman of the Counter-Terrorism Task Force declared there can be no sustained development without robust security. The development of a functional security culture that is embodied in philosophies, set forth in policies, transmitted across communities, emphasized in public messages and symbols, and integrated in corporate and non-government objectives is imperative to the success of Member Economies' security efforts. This project directly supports APEC's goal for capacity building while attaining sustainable growth and equitable development in the Asia-Pacific region. It is designed to build Member Economies' capacity to attain long-term sustainable growth by strengthening and ingraining security culture in aviation operations. The principles learned and best practices shared can be easily replicated across economies and the region through partnerships with aviation stakeholders. A strong AVSEC environment can produce higher consumer confidence and yield economic returns, and as a result, economies will be able to participate more fully in the region through trade and investments in the global economy.

2. **Objective:** State the overall objective of the project in 100 words or less (refer to your Concept Note). The objectives of this project are three-fold: 1) ensure participants understand the importance and concepts of security culture and how they relate to their domestic AVSEC regimes; 2) increase participants' knowledge of the insider threat within the aviation domain and how to better leverage stakeholder buy-in to mitigate that threat within a resource-constrained environment; and 3) build support for participants' strategies for implementing security culture concepts and best practices within their domestic operations, and employing risk analysis and mitigation principles.
3. **Alignment - APEC:** Describe specific APEC priorities, goals, strategies and/ or statements that the project supports, and explain how the project will contribute to their achievement. This project advances several priorities outlined in the 2017 APEC Transportation Ministerial Meeting, including: **enhancing transportation security** by improving Member Economies' capacity to mitigate vulnerabilities and counter terrorist threats; **engaging with other stakeholders** within APEC (*i.e.*, CTWG, TWG) and international organizations (*i.e.*, ICAO); **encouraging participation in ICAO priorities**, such as the development of security culture and human capability programs; and **minimizing security risks to transportation** by encouraging economies to develop strong and informed security policies and to boost participation in security initiatives.

Alignment – Forum: How does the project align with your forum's work plan/ strategic plan?

The Proposed TPTWG Work Plan for 2020 lists priorities to advance APEC's overarching agenda, such as enhancing transportation accessibility, safety, security, resilience, efficiency, and sustainability, as well as encouraging cross-cutting socio-economic improvement. This project aligns with those agenda items by enabling Member Economies to develop and institute more sustainable AVSEC measures that will not only enhance security culture across the airport environment, but also will allow for sustained high levels of security across the aviation network and throughout the APEC region to contribute to this transport vision. During the project, participants will learn how to better leverage existing resources to mitigate the insider threat, thereby affording all Member Economies, regardless of their economic means, equal opportunity to develop and implement countermeasures without additional resources, thus creating a more secure, efficient, and sustainable transportation environment. Within the Proposed TPTWG Work Plan, relevant APEC fora were identified with which to strengthen cross-fora collaboration, such as the CTWG. The Proposing APEC Economy proactively recognizes transportation as a key sector that impacts many economic initiatives and industries. Therefore, we will collaborate not only with the CTWG, but other relevant fora for which the increase in security and efficiency of the aviation transportation sector would also greatly benefit, such as the TWG.

As outlined in the Proposed TPTWG Work Plan and agreed upon at its 47th Meeting held in Vancouver, Canada in April 2019, the TPTWG members will lead in-depth discussions on their respective focused themes. One of the focused themes for the Aviation Experts Group (AEG) is Security Culture and Insider Threat, and discussion on these topics was started and the foundation set at that 47th Meeting. This project will follow from that discussion and will continue to provide Member Economies with building blocks for a more robust aviation operating environment. This is accomplished through the enhancement of initiatives to combat the insider threat by way of the development and implementation of a security culture, and to reinforce the importance that security is everyone's responsibility. This project not only aligns with the Proposed TPTWG Work Plan for 2020, but it also advances the TPTWG's priorities by extending the conversation into 2021 and beyond, through in-depth examination of these topics and the installation of timeless principles to combatting the insider threat and by encouraging participants to implement those principles within their respective economies.

SECTION B: Project Impact

4. **Outputs:** Using a numbered list in chronological sequence, identify the key products or services that will happen during the implementation of your project in support of the **outcomes**. This may include workshops, reports, analytical inputs, research work, recommendations, best practice guidelines, action plans, websites etc. Be brief but describe key parameters, like purpose, duration, location, expected scope and scale, timelines etc.
 1. **Virtual Workshop Development and Delivery** – 5 months (February to June 2021; delivery June 2021)

The virtual workshop will be comprised of two three-hour instructional sessions. Development of both the virtual and in-person workshop curriculums will be done in-house by the Proposing APEC Economy where existing materials (*i.e.*, training materials on security culture, insider risk, etc.) will be tailored to this project's objectives and for context and applicability to participants.

During the development phases, the workshop agenda, presentations, and facilitator guide will be drafted and structured into modules that allow flexibility for method of instruction. For the virtual workshop, modules are likely to be in presentation-style format with facilitator prompts to encourage participant engagement. The virtual workshop modules are expected to address:

- Overview of the evolving threat to international civil aviation, to include considerations during the COVID-19 pandemic environment.
- Introduction of security culture, its elements and efficacy.
- Understanding risk (threat, vulnerabilities, and consequence) in the aviation domain as an element of security culture.
- Discussion of the unique risks associated with trusted insiders and complacency in the implementation of security controls, and the negative effects these can have on their deterrent value.
- Common elements of successful security cultures.

2. **In-Person Workshop Development and Delivery** – 11 months (February to December 2021; delivery December 2021)

For the two-day in-person workshop, modules are likely to be in presentation-style format with facilitator prompts to encourage participant engagement and include breakout group format for group work or practical exercises. The in-person workshop modules are practical applications of the lessons learned during the virtual workshop and are expected to address:

- International standards and recommended practices related to security culture.
- The ICAO Tool Kit on security culture and its elements, to include Security Management Systems (SeMS).
- Employing risk analyses and management principles for the targeted application of countermeasures and security culture policies and programs.
- Best practices and lessons learned in building security culture.
- Allocating limited resources to effectively target known threats and mitigate assessed risk.

Participant manuals that address necessary factors will be provided to participants to guide their design of proposed action measures, which can then be used by the participants when they return to their respective agencies and/or airports.

Singapore is the proposed location for the in-person workshop because Singapore is a Member Economy of APEC, a co-sponsor of this project, is a centrally located and accessible venue, and has excellent aviation security training facilities available for this workshop.

3. **Best Practices Guidelines** – 12 months (June 2021 to May 2022; completion May 2022)

Starting during the virtual workshop and continuing post-in-person workshop, participants will contribute inputs to the Best Practices Guidelines, which will be compiled and later disseminated to workshop participants. The Best Practices Guidelines will be a 12-15-page document that includes a cover page, table of contents, summary of random and unpredictable countermeasure principles, and participant inputs. Refer to Question 7: Dissemination for dissemination plans of the Best Practices Guidelines.

4. **Workshop Summary** – 12 months (June 2021 to May 2022; completion May 2022)

The Workshop Summary will be an 8-12-page document that includes a cover page, table of contents, introduction to the project, list of participating economies and agencies, brief summary of course modules, summary of participant feedback, lessons learned, and conclusions and recommendations from both the virtual and in-person workshops. Refer to Question 7: Dissemination for dissemination plans of the Workshop Summary.

5. **Outcomes:** Using a numbered list, describe the specific impacts, changes or benefits that the project is expected to deliver, which directly support the project objective (above). These include changes in policy, processes, or behaviour in the participating institutions, or in APEC more broadly. Be sure that each outcome can be measured and is a direct result of the project.

1. Participants demonstrated an expansion of their knowledge of aviation security threats (e.g., the insider threat), risk management principles, and specific measures supporting security culture. Participants returned to their economies with a greater understanding of how, and with the skills necessary, to apply risk management principles in the development and execution of security policies, programs, and plans and how to effectively implement security culture elements across the aviation environment. Recalling lessons learned and best practices gleaned from peers, participants leveraged airport and/or domestic level policy and planning guidance from the workshop participant manuals to more effectively allocate limited financial, human, and other resources in order to implement security culture enhancing programs, trainings, and initiatives, and to more effectively mitigate the insider risk, within their respective economies.
2. With the increased understanding of security culture and the risks associated with the insider threat, regulatory requirements and AVSEC policies and plans are formulated in a way that enables and facilitates more cost effective security operations, and security culture concepts are further developed and implemented within the aviation environment. This is indicated by procedural and operational changes, in respect of which adherence to related international standards and recommended practices is increased. Aviation regulators and operators are engaged, along with industry stakeholders, to work collaboratively to create an aviation environment that is more secure, supported, and reinforced by a cohesive culture of security.
3. Participants developed cross-collaborative information sharing of APEC Member Economy AVSEC authorities' experiences and best practices through facilitated discussions during the workshops, which culminated in the collation of the Best Practices Guidelines. Participants are supported throughout their implementation of security culture concepts within their domestic operations through the employment of risk analysis and risk mitigation principles. With the dissemination of the Best Practices Guidelines to international aviation organizations (i.e., ICAO), participants contributed to informing and expanding international guidelines for security culture programming within and beyond the APEC region.

6. **Beneficiaries:** Who are the direct project participants and users of the outputs? Describe their qualifications, level of expertise, roles/level of responsibility, gender, economies represented, government departments, APEC fora involvement etc. Explain how they will use and benefit from the project. Who else will benefit from the project and how?

The target audience for this workshop (selection criteria) is individuals in an Executive or Managerial-level position who are directly involved in the development and/or operationalization of AVSEC policies and programs within APEC Member Economies, both at the domestic (regulator) level and airport/industry (operator) level. It is imperative to have a good mix between regulator and operator level participants as the successful development and implementation of security culture requires change in the institutional mindset at both levels and throughout the aviation environment. Both need to work collaboratively to apply project principles and achieve project outcomes.

Beneficiary profiles include Member Economy aviation security officials, policy makers and regulators, as well as aviation industry stakeholders responsible for aviation security. Individuals will be invited to participate from each of the 21 APEC Member Economies and solicited through TPTWG messaging, in consultation with the CTWG and TWG. In accordance with the Malaysian Host Year's priorities and Proposed TPTWG Work Plan for 2020, this project upholds the initiative to encourage Women in Transport. To this end, the Proposing APEC Economy aims to ensure the participant invitee list includes a healthy mix of women and men.

Workshop participants are not the only beneficiaries for this project. Post-workshop, participants are encouraged to partner with stakeholders within their economy's aviation environment to apply the lessons learned. Therefore, workshop principles will be replicated and implemented to the benefit of a stronger global aviation ecosystem. Regardless of who participates in the workshops, all APEC Member Economies will have access to the workshop principles and deliverables to introduce and implement within their own economy.

It is envisioned that the participants of the virtual workshops and the in-person workshop will be the same. Participants are highly encouraged to attend all events because the virtual workshops will introduce key concepts to the project (Part 1) and the in-person workshop will be an expansion and practical application of those concepts (Part 2). Without attending all sessions, participants may not have a full understanding of security

culture and may not be able to successfully implement the project's concepts in their economy's aviation operations.

7. **Dissemination:** Describe plans to disseminate results and/or outputs of the project, including:
- The number, form and content of any publications. (Note: electronic publication is preferred. APEC will not fund publications that are only presentation slides, or website maintenance)
 - The target audience.
 - Any intention to sell outputs arising from this project.

The Best Practices Guidelines and the Workshop Summary will be published and made available electronically via ACS and other APEC document databases for briefing and distribution during the TPTWG, CTWG, and TWG meetings following the completion of the project, to encourage all APEC Member Economies to consider the development and implementation of a culture of security. The POs will then work with the APEC Secretariat to disseminate the publications to the wider APEC audience, for example posting on the APEC website. Electronic distribution is the preferred method of dissemination; therefore, the Best Practices Guidelines and the Workshop Summary will not be printed. The POs will adhere to the requirements in the Guidebook on APEC Projects, the APEC Publications Guidelines, and the APEC Logo Guidelines for these publications, to include presenting at a level of English fit for publication and adhering to APEC nomenclature rules.

The Proposing APEC Economy will share the project results outside of APEC, but has no intention to sell it. In addition to briefing the project's outputs within APEC, the Best Practices Guidelines and the Workshop Summary may be packaged for briefing and dissemination to international aviation security organizations, such as ICAO and its Aviation Security Panel of Experts. This may be done in an electronic format and will therefore not require additional funds from APEC to accomplish (refer also to Section D: Project Sustainability for additional information).

8. **Gender:** What steps will the project take to ensure the participation and engagement of both men and women in project activities? How do the project outcomes and the project objective benefit women?

The Proposing APEC Economy does not discriminate and will invite aviation security experts to contribute on the project regardless of gender. The POs will ensure both women and men are invited to, engaged and participate in all activities of this project. In regard to the inclusion of women, the Proposing APEC Economy will target participant engagement of at least 25% of women participants, and 30% of women experts and other contributors. The POs are committed to collecting sex disaggregated data for all participants and experts (not only those funded by APEC) during the workshops. This data will be included when submitting a Completion Report to the Secretariat upon completion of the project, as well as providing guidance to future POs on their own gender parity targets.

Project outcomes and objectives benefit the global aviation ecosystem as a whole, which will include benefits for women in transport. Specifically, this project will promote women's economic empowerment through the pillars on skills and capacity building, and leadership, voice, and agency. The workshops and its activities will teach women participants the technical principles of risk management and security culture policy and program development, and prepare them for successful application of these principles within their economy's AVSEC operations. Additionally, as AVSEC professionals and leaders, women will be invited to contribute in all aspects of the project from the project coordination, workshop development and delivery, follow-up activities, and project reporting.

SECTION C: Project Effectiveness

9. **Work plan:** Produce a project plan in a table with three columns titled 'Time', 'Tasks' and 'Deliverables' which indicate timelines, outputs and activities, and supporting tasks. Ensure you include:
- Creation of items like agenda, participant lists, project reporting and evaluations.
 - How other economies and other parties (like contractors) will be involved.
 - Procurement steps, contractor related milestones and deliverables.

Time	Tasks	Deliverables
February 2021	Project start. The Proposing APEC Economy will organize all project details in-house. The POs will establish working procedures and division of labor with the project's collaborating stakeholders, such as economy co-sponsors and collaborating APEC working groups.	Definition of Groundwork and Outline of Responsibilities for Project
March – May 2021	The POs will finalize the virtual workshop logistics.	Preparation and Coordination of Project

	<p>In coordination with collaborating stakeholders, the POs will create the list of workshop invitees and issue invitations.</p> <p>In coordination with collaborating stakeholders, the POs will develop both workshops' curriculums.</p> <p>In coordination with collaborating stakeholders, the POs will recruit workshop experts and facilitate creation of the applied components (e.g., activities, practical exercises, plan development).</p> <p>In accordance with the APEC Projects Guidebook, the POs will keep the Secretariat, via the Program Director (PD), informed of project implementation progress. This will include but is not limited to funding requirement notifications.</p> <p>At least two months before the virtual workshop (April 2021), the POs will send the General Information Circular for the virtual workshop.</p> <p>The POs will complete and submit the Monitoring Report to the PD (due by 1 April 2021).</p> <p>In coordination with the PD, the POs will create workshop evaluation instruments (i.e., questionnaires and surveys).</p>	<p>Development of Workshop Curriculums</p> <p>Send General Information Circular</p> <p>Submission of APEC Project Monitoring Report</p> <p>Development of Workshop Evaluation Instruments</p>
June 2021	<p>The Proposing APEC Economy will host the virtual workshop and facilitate the training delivery.</p> <p>During workshop delivery, experts will solicit best practices from participants and the POs will compile the initial input.</p> <p>The POs will collect the pre-workshop and post-workshop questionnaires.</p> <p>The POs will use the Event Attendance List template to collect participant and expert data, and adhere to the necessary requirements regarding data collection and the template.</p>	<p>Delivery of Virtual Workshop</p> <p>Use of Event Attendance List</p>
July – September 2021	<p>The POs will evaluate the data collected by the virtual workshop questionnaires and include findings in relevant summaries.</p> <p>In collaboration with the experts, the POs will summarize virtual workshop discussions and presentations.</p> <p>In accordance with the APEC Projects Guidebook, the POs will keep the PD informed of project implementation progress. The POs will send a mid-project survey to participants. Responses will be evaluated and used to inform content for the in-person workshop.</p> <p>The Proposing APEC Economy will finalize the in-person workshop logistics, including consideration to shift to a virtual workshop, if necessary (by September 2021).</p>	<p>Evaluation of Virtual Workshop</p> <p>Preparation and Coordination of In-Person Workshop</p>
October – November 2021	<p>At least two months before the in-person workshop, the POs will send the General Information Circular for the in-person workshop (by October 2021).</p> <p>To travel-eligible economy participants and experts, the POs will provide specific guidance on travel limitations and funding reimbursement in accordance with APEC guidelines.</p> <p>In accordance with the APEC Projects Guidebook, the POs will keep the PD informed of project implementation progress.</p>	<p>Send General Information Circular</p>

December 2021	<p>The Proposing APEC Economy will host the in-person workshop and facilitate the training delivery.</p> <p>During workshop delivery, experts will solicit best practices from participants.</p> <p>The POs will collect the pre-workshop and post-workshop questionnaires.</p> <p>The POs will use the Event Attendance List template to collect participant and expert data, and adhere to the necessary requirements regarding data collection and the template.</p>	<p>Delivery of In-Person Workshop</p> <p>Use of Event Attendance List</p>
January – March 2022	<p><u>February 2022</u>: the POs will send the follow-up survey and continue to solicit best practices input.</p> <p>The POs will evaluate the data collected by the follow-up survey and include the findings in relevant summaries.</p> <p>In coordination with collaborating stakeholders, the POs will identify recommendations from the workshop.</p>	<p>Execution of Follow-Up Activities</p> <p>Continuation of Progress Monitoring</p>
April – May 2022	<p>The POs will complete and submit the Monitoring Report to the PD (due by 1 April 2022).</p> <p>The POs will finalize and submit the Best Practices Guidelines and Workshop Summary for APEC publication (no later than 1 May 2022).</p> <p>The POs will resolve all project related payments and reimbursement claims, if applicable, and submit financial documentary requirements to the Secretariat via the PD (due at least 6 weeks before project completion).</p>	<p>Submission of APEC Project Monitoring Report</p> <p>Submission of Best Practices Guidelines and Workshop Summary</p> <p>Submission of Financial Documentary Requirements</p>
June 2022	Project completion.	
August 2022	The POs will complete and submit the APEC Project Completion Report and supporting documents of the project to the PD (due within 2 months after project completion).	Submission of APEC Project Completion Report
6-12 months after project completion	The POs will participate in the Long Term Evaluation of APEC Projects conducted by the Secretariat.	Post-Project Completion Activity

10. **Risks: What risks could impact project implementation and how will they be managed?**

Due to the current global climate, the greatest risk that could and has impacted this project's implementation is the COVID-19 pandemic. Due to the COVID-19 impact on global health, international travel, and the subsequent application of travel restrictions, the Proposing APEC Economy has shifted this project's in-person workshop to December 2021 and added a virtual workshop in June 2021. With the addition of a virtual workshop, the noted risk of APEC projects failing to engage more than half of the anticipated number of funded-participants is mitigated, because the virtual format allows greater opportunity for participation without need for travel or funding. As well, in addition to the usual nomination process, the Proposing APEC Economy will use the AEG and AEG-Security fora to solicit participation, and will also conduct direct outreach to their AVSEC contacts within APEC economies to promote participation in this workshop.

For risk of economies not applying knowledge learned or adopting recommendations from the project, refer to Section D: Project Sustainability for additional information on support and future projects.

11. **Monitoring and Evaluation: The project's success will be measured by the extent to which it has delivered all its planned outcomes, in support of the overall objective of the project. Describe the measures or indicators will you use to monitor the progress of your project, and evaluate if it has delivered all the outcomes.**

- Describe the measures/indicators you will use to measure your project's outputs (e.g. event participation rates, speakers engaged, recommendations made, reports distributed, etc.)
- Describe the measures/indicators you will use to assess if you have achieved your outcomes (e.g. quantitative and qualitative measures of impact, evidence of change, stakeholder feedback, etc. Tip: consider surveying participants at start *and* end of project to measure the scale of impact)

- **How will gender impacts be measured? Ensure you collect sex-disaggregated data.**
- **How will you collect your data (e.g. surveys, meetings, interviews, peer review, records review)?**

This project will primarily seek to measure change in the participants' familiarity with key concepts, terms, and practices related to security culture in aviation operations, the impact of the workshop, and the development and dissemination of a Best Practices Guidelines. The primary methods of evaluation will include pre- and post-workshop questionnaires, and both mid- and follow-up surveys.

Outputs	Indicators
Virtual Workshop Development and Delivery	<ul style="list-style-type: none"> • Recruit experts <ul style="list-style-type: none"> ○ Target: at least two experts • Issue invitations and receive RSVPs <ul style="list-style-type: none"> ○ Target: two participants from each APEC Member Economy with a mix of regulator and operator level, and encouraging women's participation • Create workshop materials <ul style="list-style-type: none"> ○ Target: agenda, presentations, facilitator guides, and participant manuals • Create workshop evaluation instruments that will collect sex-disaggregated data <ul style="list-style-type: none"> ○ Target: one pre- and one post-workshop questionnaire per workshop, one mid-project survey, and one follow-up survey • Host virtual workshop and facilitate training <ul style="list-style-type: none"> ○ Target: at least 30 participants • Begin best practices collection during virtual workshop <ul style="list-style-type: none"> ○ Target: at least two participant inputs collected • Collect data from pre- and post-workshop questionnaires <ul style="list-style-type: none"> ○ Target: at least 90% completion by participants
In-Person Workshop Development and Delivery	<ul style="list-style-type: none"> • Recruit experts <ul style="list-style-type: none"> ○ Target: at least four experts, with at least one of them women • Issue invitations and receive RSVPs <ul style="list-style-type: none"> ○ Target: the same participants from the virtual workshop • Create workshop materials <ul style="list-style-type: none"> ○ Target: agenda, presentations, facilitator guides, and participant manuals • Host in-person workshop and facilitate training <ul style="list-style-type: none"> ○ Target: at least 30 participants • Begin best practices collection during the in-person workshop <ul style="list-style-type: none"> ○ Target: at least four participant inputs collected • Collect data from pre- and post-workshop questionnaires • Target: at least 90% completion by participants
Best Practices Guidelines	<ul style="list-style-type: none"> • Receive input for inclusion in the Best Practices Guidelines <ul style="list-style-type: none"> ○ Target: at least 30% response
Workshop Summary	<ul style="list-style-type: none"> • Summarize workshop discussions and presentations <ul style="list-style-type: none"> ○ Target: first draft by three months after virtual workshop delivery

Outcomes	Indicators
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Participants have expanded their knowledge on workshop principles	<ul style="list-style-type: none"> • Delivery of workshops <ul style="list-style-type: none"> ○ Target: modules presented include an overview of the evolving threat to civil aviation, unique threats associated with trusted insiders, employment of risk analysis and risk management principles, using limited resources to effectively target known threats and mitigate assessed risk • Evaluation of data from the workshop evaluation instruments <ul style="list-style-type: none"> ○ Target: at least 50% increase in knowledge of workshop principles
Behavior is changed to include the implementation of security culture concepts	<ul style="list-style-type: none"> • Evaluation of responses to the follow-up survey <ul style="list-style-type: none"> ○ Target: at least 30% report change in behavior in-line with workshop principles
Best practices are further developed and informed international guidelines	<ul style="list-style-type: none"> • Delivery of workshops <ul style="list-style-type: none"> ○ Target: modules presented include related international standards and recommended practices, and examples of security culture tools • Evaluation of responses to the follow-up survey <ul style="list-style-type: none"> ○ Target: at least 30% report the start or increase of activities directly related to workshop principles

12. **Linkages:** Describe the involvement of other APEC fora, and other relevant organizations. Include:

- **Engagement:** How are you engaging other relevant groups within and outside APEC?
- **Previous work:** How does this project build on, and avoid duplication of, previous or ongoing APEC initiatives, or those of other organizations working in this area?
- **APEC's comparative advantage:** Why is APEC the best sources of funds for this project?

Since 1994, APEC Leaders have committed to the “Bogor Goals” in the pursuit of free and open trade and investment. Aviation security (or lack thereof) does not only affect the transportation industry; it can affect the growth potential of the region by promoting or inhibiting trade, investment, and tourism. The security of an airport operational environment does not singularly affect the transportation industry; therefore, to enhance the depth of discussion and demonstrate the importance of security culture beyond the TPTWG, other APEC Working Groups and sub-fora leads will be invited to contribute to the design and implementation of this project. Collaboration in the design and implementation of this project is welcomed from other groups within APEC, such as the CTWG and TWG. *The Proposing APEC Economy will work with the Secretariat to ensure the draft agenda is shared with the TPTWG, CTWG, and TWG. This will provide an opportunity for comment on agenda topics as well as opportunity for potential speakers to make themselves known for consideration. The impacts on aviation security is not limited to transportation, therefore the Proposing APEC Economy recognizes input from the CTWG and TWG could be invaluable.* In addition to relevant groups within APEC, workshop materials will be shared with subject matter experts from ICAO AVSEC Panel's Working Groups on Training and Guidance Material in an effort to enhance and expand APEC deliverables to other international organizations. After the conclusion of the project, the Proposing APEC Economy will share the Best Practices Guidelines and Workshop Summary with other international aviation organizations to promote the work within APEC and encourage others to conduct similar projects (refer also to Section D: Project Sustainability).

This project is a continuation of the conversation started at the 47th TPTWG Meeting in April 2019, regarding the AEG focused policy theme of Security Culture and Insider Threat, and it will expand on the topic of insider threat and the risks associated with that threat. Currently, the ICAO AVSEC Panel of Experts' Working Group on Training is developing a Security Culture workshop that is expected to be an introductory lesson on security culture, the benefits of it, and implementation in the aviation environment, centered around the ICAO-developed Security Culture Toolkit. This *Building a Culture of Security and Countering the Insider Risk* project, however, will go beyond ICAO's introductory workshop and include an intermediate dive into the concept of security; for example, experiential application and implementation of specific programs in and across different economies, and the development of policies and allocation of limited resources to advance security culture initiatives. Additionally, this project sets itself apart by collecting and publishing Best Practices Guidelines from participant economies, to be shared with other international aviation organizations, to include ICAO, as a demonstration of the advanced work being conducted within APEC. APEC is the best organization to support and advance this project because its Member Economies are diverse in their levels of implementation of international standards and can provide illustrative case studies on the development and implementation of security culture policies and programs in a variety of operational contexts.

This project is unique from the following previous APEC projects:

- TPT 06 2019A - Enhancing Aviation Efficiency and Safety via Performance Based Communications and Surveillance: This workshop does NOT address aviation security issues, but is rather focused on air navigation and safety concerns in that regard; this project does not /would not involve the same participants as TPT 07 2020A. Security Culture and aviation security writ large are not referenced at all in the Concept Note for TPT 06 2019A.
- TPT 02 2020A - Building Randomness and Unpredictability into Aviation Security Countermeasure Development and Implementation: this project focuses on a specific policy and operational component of Security Culture, as it relates to random and unpredictable countermeasures. However, Security Culture is a multifaceted concept, and the TPT 07 2020A Project will cover more than the particular component that will be addressed in TPT 02 2020A. The Security Culture Project sets the overarching framework for aviation security policy, programming, and operations – and the concepts covered can also be exported for application in other modes of transportation.
- CTWG 01 2020S - Workshop on Aviation Security: this CTWG Project is entitled “Workshop on Aviation Security,” it is actually a workshop on “Soft Target Protection in an Aviation Ecosystem” (refer to General Administrative Circular). Security Culture elements are not specifically covered during the workshop, as the focus will be on the emergency management cycle and Soft Target Protection Recommendations that were produced from the CTWG’s 2018 workshop held in Tokyo, Japan

SECTION D: Project Sustainability

13. Sustainability: Describe how the project will continue to have impact after the APEC funding is finished.

- **How will beneficiaries be supported to carry forward the results and lessons from the project?**
- **After project completion, what are the possible next steps to build on its outputs and outcomes? How will you try to ensure these future actions will take place? How will next steps be tracked?**
- **How will progress on the outcomes (Question 5) be measured?**

Support within the aviation ecosystem

Achievement of the project outcomes will include the integration, institution, and implementation of the project principles (*i.e.*, risk management, security culture tools) into Member Economies’ domestic program policy frameworks and domestic security programs, and into aviation operators’ procedures. At that time, workshop principles are sustained due to its perpetuation in the domestic programs and procedures. Knowing that changes to policy are often lengthy endeavors and may take longer than this project’s one-year timeline to achieve, participants are encouraged to consult the Best Practices Guidelines and engage with other workshop participants to build a supportive AVSEC network. This project is designed to give participants the building blocks for successful completion of the project outcomes; however, participants must have the will to actually complete them. The Proposing APEC Economy will continue to provide support to select participants through initiatives in future projects, and as needed and requested by any of the project participants.

Future projects

As a continuation of this project, and to mitigate the risk of economies failing to apply knowledge learned or adopt recommendations from the project as noted in Question 10: Risk, the Proposing APEC Economy will use the AEG and AEG-Security forums to solicit economy reports on the implementation of security culture, which will continue the conversation and build in participant accountability. The Proposing APEC Economy will also consider conducting observation visits to select economies with the agreement of the host government and based on participants’ answers to the surveys. The intent of the observations is to measure the implementation and success of the project principles within the economy’s AVSEC policy framework and operational infrastructure, and to provide additional support with, and economy-specific guidance on, the development and implementation of security culture. These observations will be evaluated and reported to APEC at future TPTWG meetings.

Additionally, the Proposing APEC Economy may adapt the security culture principles and Best Practices Guidelines from this project and apply it to a security culture workshop for other transportation sectors, such as maritime, land, intermodal, etc. This would allow even more regulators and operators in other modes of transportation to enhance their security posture and counter the insider risk by adapting and using the Best Practices Guidelines across the different transportation sectors. Conducting this project again, with a focus on other modes of transportation, will help to better inform and advance economies’ knowledge that security culture and risk analysis principles are important factors in transportation security writ large. This will also allow other economies, perhaps from other regions, to be engaged in this discussion and to substantively expound upon these Best Practices Guidelines from their sector-specific perspectives.

Reporting results

After the Best Practices Guidelines and Workshop Summary have been endorsed by the APEC TPTWG and the collaborating stakeholder working groups, the Proposing APEC Economy will share them with ICAO through the appropriate forum, such as ICAO’s AVSEC Panel of Experts, Aviation Security Symposium, and/or the Aviation

Security High-Level Conference. This will inform ICAO on the work being conducted within APEC Member Economies on the development and implementation of security culture and will promote the Best Practices Guidelines for global dissemination and consideration. The Proposing APEC Economy will encourage ICAO to continue the project and further promote implementation of the project principles with the aim of influencing global standards. In sum, the continuation of this project would result in the emphasis on the interconnectedness of aviation across economies globally and highlight APEC as a leader in global best practices and international standards.

14. **Project Overseers: Who will manage the project? This includes managing of contractors and specialists. Please include brief details of the PO and any other main point(s) of contact responsible for this project.**

This project will be overseen by the U.S. Transportation Security Administration, represented by:

Name:	Kalei Cravalho	Eric Yatar	David Mickalonis
Title:	Program Analyst	Deputy Director	Branch Manager
Tel:	+1-571-227-1149	+1-571-227-2699	+1-571-227-1277
Email:	ghislaine.cravalho@tsa.dhs.gov	eric.yatar@tsa.dhs.gov	david.mickalonis@tsa.dhs.gov

Collectively, the POs have a wealth of knowledge and expertise in key focus areas of this project, including extensive experience in: leading, managing, developing, and delivering international training and technical assistance; developing and implementing international transportation and aviation security law and policy; conducting and managing security operations, including security screening operations, conducting risk analyses and applying risk management principles within the aviation domain; working bi-laterally and multilateral with APEC Member Economies; and engaging with industry stakeholders.

SECTION E: Project Efficiency

15. **Budget: Complete the budget and budget notes for the project in the template below. The budget should include calculation assumptions (e.g., unit costs) and self-funding contributions. Please consult the Guidebook on APEC Projects for eligible expenses.**

APEC Project Itemized Budget

Please consult the eligible expenses in the Guidebook on APEC Projects

<u>All Figures in USD</u>	# of Units	Unit Rate	APEC Funding	Self-Funding	Notes
Direct Labour					
Speaker's honorarium (government officials ineligible)	(# of speakers)				This project will not have speaker honorarium.
Short-term clerical fees (please provide details of scope of work and deliverables in Budget Note 1 - Direct Labour)	(# of hours)	140 hours		7,045	Any short-term clerical fees will be self-funded by the Proposing APEC Economy.
Contractor fees (contractors Secretary's fees to be included in cost and packaged together)	(# of hours)				This project will not employ contractors as work will be completed in-house.
Travel (Speaker, Experts, Researchers)					
Per diem (incl. accommodation and "75% additional payment")	8 persons x 3.75 days	415/day	6,225	6,225	APEC funding will cover travel for four experts and the Proposing APEC Economy self-funding will cover travel for an additional four experts.
Airfare	8 persons (round trip)		8,730	8,730	Same as above. Airfare was researched

<i>All Figures in USD</i>	# of Units	Unit Rate	APEC Funding	Self-Funding	Notes
					based on flights from Washington, DC.
Travel for Participants (from travel-eligible economies only)					
Per diem (incl. accommodations and "75% additional payment")	22 persons x 3.75 days	415/day	34,238		APEC funding will cover travel for 2 participants each from the 11 APEC travel-eligible economies. United Nations (UN) per diem x 3.75 days x 22 persons (2 participants from 11 travel-eligible economies).
Airfare (<i>restricted economy class</i>)	22 persons (round trip)		31,807		Same as above. Airfare varies by location (travel-eligible economy departure point) therefore flight costs were researched based on the most direct and economical flight.
Other items					
Publication/distribution of report	(# of copies)	N/A			Refer to Question 7: Dissemination.
Specialized equipment or materials (<i>please describe</i>)	Audio-visual rental, 3 days		500		Audio-visual equipment rental for workshop to include projector and screen, microphone and sound system, etc.
Photocopying	75 copies of each material		750		Printing of workshop materials to include participant manuals and workshop questionnaires.
Communications (telephone, fax, mail, courier)			750		Shipping fees for workshop materials.
<i>Hosting</i> (provide breakdown, e.g., room rental, stationery)	(units as appropriate)	2 days	10,000		Hosting costs to include workshop room rental, table and chair set-up, stationary, etc.
Total:			93,000	22,000	

Budget Note 1: Direct Labour: Provide information for APEC-funded positions including general duties, total hours and who will be contracted, if known. (It is not acceptable to contract staff from your own organization or government employees.)

All labor will be conducted in-house and any costs will be borne by the Proposing APEC Economy. Therefore, no direct labor costs will be funded by APEC for this project.

Budget Note 2: Waivers: Provide details of any requests for waivers from the normal APEC financial rules, with justifications in the notes column of the budget table, or below if the waiver requires a detailed explanation.

At this time, no waivers are requested for this project. However, should there be any changes to project implementation, particularly in light of the current pandemic, the POs will work with the PD, APEC Secretariat, and collaborating stakeholders for any adjustments and waivers.

A.3 Final Approved Project Design Amendment and Extension Form

APEC Project Design Amendment and Extension Form

Projects are expected to follow the timelines, budgets, methodologies and approaches set out in your Project Proposal. Amendments and extensions are considered by the Secretariat on a case-by-case basis and where required, by BMC. Consult Chapter 2 and 10 of the Guidebook on APEC Projects for more information. Please complete this form for all design amendment and extension requests, and use the [APEC Project Budget Amendment Form](#) where your design amendment request impacts the budget of your project. Send the form(s) to your Program Director for approval.

Please **start** by describing your project:

Project Number:	TPT 07 2020A
Project Title:	Building a Culture of Security and Countering the Insider Risk
Proposing Forum:	Transportation Working Group (TPTWG)
Project Overseer and Organisation:	Kalei Hall / Eric Yatar / David Mickalonis, U.S. Transportation Security Administration (TSA)
Proposing Economy:	United States
Start Date:	February 2021
Original End Date as stated in Project Proposal:	June 2022
Current End Date/s (if you have extended before)	Not applicable

Your Proposed Design Amendment

If you need to do a minor re-programming of funds but the outputs and activities in your Project Proposal won't be amended, you **only need to complete the APEC Project Budget Amendment Form**. Otherwise, please continue to complete all the Parts of this form that apply to your request.

A. Extension request (must request at least 6 weeks in advance of end-date)

If you need more time to complete your project, please identify a new project end date: **September 2022**

Explain briefly why you require an extension. Depending on the situation, you may need to complete all or some of **Parts B to E** as well:

Plan A was to conduct the project as described and approved by the APEC Secretariat in the Project Proposal. However, due to continued international travel restrictions related to the COVID-19 pandemic, the Project Overseers are unable to organize Part 2 (in-person workshop) of the Project TPT 07 2020A as originally stated in the Project Proposal. Therefore, the Project Overseers are defaulting to **Plan B** and are requesting to shift the Part 2 workshop, originally anticipated for December 2021, to a virtual delivery in March 2022. This shift will allow time for the Project Overseers to adjust the workshop activities to accommodate a virtual format.

Describe how any potential or real risks will be managed to ensure further extensions will not be needed:

Further extensions will not be needed, because the delay from December 2021 to March 2022 will allow Project Overseers the time necessary to adjust its plans for Part 2 to be realized via virtual delivery.

B. Deleted outputs

Describe any outputs that are part of your Project Proposal but you no longer intend to deliver. Please provide reasons why:

Describe all original Outputs	Which outputs have been delivered, and are still on-track for delivery	Identify which outputs will be deleted or discontinued	Why will the output be deleted or discontinued?
1. N/A			

In light of the amendments described above, explain how you will ensure the project will still achieve the outcomes and objectives identified in your Project Proposal. How will the amendment impact any project beneficiaries?

N/A

Explain how the sustainability of the project will be maintained, and describe any changes to the way you intend to monitor and evaluate the project.

N/A

C. Additional or amended outputs

Describe any new outputs, or any changes within existing outputs, that you are proposing.

Describe all original outputs	Describe how the output will be changed	Describe any additional outputs	Why do you need to amend the output? Why do you need to add the extra output?
1. Virtual Workshop Development and Delivery	N/A, delivered 16-17 June 2021		
2. In-Person Workshop Development and Delivery	Amended to virtual delivery in March 2022		Output amended due to continued international travel restrictions related to the COVID-19 pandemic. Delay in workshop delivery is necessary to adjust workshop activities from in-person format to virtual delivery
3. Best Practices Guidelines	Amended delivery to August 2022		Output delivery pushed back due to delay of Part 2
4. Workshop Summary	Amended delivery to August 2022		Output delivery pushed back due to delay of Part 2

Explain how the amended outputs will continue to support the outcomes and objectives identified in the Project Proposal, and whether any project beneficiaries are impacted. For new outputs, explain specifically how these new outputs are consistent with the outcomes and objectives in the Project Proposal. Identify the beneficiaries.

Output #2 will be changed from an in-person to a virtual delivery. With this change, the workshop will be consolidated from two full days in-person to two or three virtual sessions of 2-3 hours each and specific aspects of the project will be eliminated, to include the participant creation of an action plan and interactive group activities.

With the elimination of travel, participants should be more capable of attending Part 2; however, not all workshop modules can be easily reworked for the virtual environment so the project will lose some of its original essence by not conducting the in-person workshop.

If you are proposing to undertake an additional output **after** the original Project Proposal workplan has been completed, or you are close to completing the workplan and wish to fund an additional output, please explain why it is critical to undertake the additional activity.

N/A

Explain how the sustainability of the project will be maintained, and describe any changes to the way you intend to monitor and evaluate the project.

The sustainability of the project, as well as the monitoring and evaluation, aspects will not change from what was originally envisaged under Plan A, as described in the Project Proposal.

D. Other changes to project activities or contracted milestones

If you are proposing changes to any other aspect of the workplan, including changes to contractor milestones (such as new milestone dates) please describe them here. Provide reasons for change:

Describe original activity or milestone	Describe change to activity or milestone	Reasons for change
1. N/A	October 2021 – Briefing document to participants	The POs have drafted and sent participants a briefing document highlighting key themes and best practices, as well as resources, that arose from the project so far.

Please explain how the changes will still support the delivery of the outcomes and objectives identified in the Project Proposal.

The addition of a briefing document helped to continue the conversation on Security Culture amongst participants, as well as provided participants valuable resources to improving their Security Culture before the Part 2 activity. The briefing document helped bridge the gap between the Part 1 and Part 2 workshop sessions while also solicited input/feedback from the participants on examples of their program that can be considered for inclusion in the project deliverables.

E. For all design amendments

It is useful to illustrate your revised workplan or design in a timeline format. Please complete the following, or

provide an amended version of the one you provided in your Project Proposal.

<i>Previous</i>		<i>New</i>		
<i>Time</i>	<i>Deliverable</i>	<i>Time</i>	<i>Task</i>	<i>Deliverable</i>
<i>February 2021</i>	<i>Definition of Groundwork and Outline of Responsibilities for Project</i>	<i>February 2021</i>	<ul style="list-style-type: none"> • Project start. • The Proposing APEC Economy will organize all project details in-house. • The POs will establish working procedures and division of labor with the project's collaborating stakeholders, such as economy co-sponsors and collaborating APEC working groups. 	<i>Definition of Groundwork and Outline of Responsibilities for Project</i>
<i>March – May 2021</i>	<p><i>Preparation and Coordination of Project</i></p> <p><i>Development of Workshop Curriculums</i></p> <p><i>Send General Information Circular</i></p> <p><i>Submission of Monitoring Report</i></p> <p><i>Development of Workshop Evaluation Instruments</i></p>	<i>March – May 2021</i>	<ul style="list-style-type: none"> • The POs will finalize the virtual workshop logistics. • In coordination with collaborating stakeholders, the POs will create the list of workshop invitees and issue invitations. • In coordination with collaborating stakeholders, the POs will develop both workshops' curriculums. • In coordination with collaborating stakeholders, the POs will recruit workshop experts and facilitate creation of the applied components (e.g., activities, practical exercises, plan development). • In accordance with the APEC Projects Guidebook, the POs will keep the Secretariat, via the Program Director (PD), informed of project implementation progress. This will include but is not limited to funding requirement notifications. • At least two months before the virtual workshop (April 2021), the POs will send the General Information Circular for the virtual workshop. • The POs will complete and submit the Monitoring Report to the PD (due by 1 April 2021). • In coordination with the PD, the POs will create workshop evaluation instruments (i.e., questionnaires, survey, and targeted interview). 	<p><i>Preparation and Coordination of Project</i></p> <p><i>Development of Workshop Curriculums</i></p> <p><i>Send General Information Circular</i></p> <p><i>Submission of Monitoring Report</i></p> <p><i>Development of Workshop Evaluation Instruments</i></p>
<i>June 2021</i>	<p><i>Delivery of Virtual Workshop</i></p> <p><i>Use of Event Attendance List</i></p>	<i>June 2021</i>	<ul style="list-style-type: none"> • The Proposing APEC Economy will host the virtual workshop and facilitate the training delivery. • During workshop delivery, experts will solicit best practices from participants and the POs will compile the initial input. • The POs will collect the pre-workshop and post-workshop questionnaires. • The POs will use the Event Attendance List template to collect participant and expert data, and adhere to the necessary requirements regarding data collection and the template. 	<p><i>Delivery of Virtual Workshop</i></p> <p><i>Use of Event Attendance List</i></p>

July – September 2021	<i>Evaluation of Virtual Workshop</i> <i>Preparation and Coordination of In-Person Workshop</i>	July – September 2021	<ul style="list-style-type: none"> The POs will evaluate the data collected by the virtual workshop questionnaires and include findings in relevant summaries. In collaboration with the experts, the POs will summarize virtual workshop discussions and presentations. In accordance with the APEC Projects Guidebook, the POs will keep the PD informed of project implementation progress. 	<i>Evaluation of Virtual Workshop</i>
		October – December 2021	<ul style="list-style-type: none"> The POs will send a briefing document to participants highlighting key themes and best practices, as well as resources, that arose from the project so far. The POs will send a mid-project survey to participants. Responses will be evaluated and used to inform content for the Part 2 workshop. In accordance with the APEC Projects Guidebook, the POs will keep the PD informed of project implementation progress. 	<i>Preparation and Coordination of Part 2 Workshop</i>
October – November 2021	<i>Send General Information Circular</i>	January – February 2022	<ul style="list-style-type: none"> The Proposing APEC Economy will finalize the Part 2: virtual workshop logistics. At least two months before the in-person workshop (January 2022), the POs will send the General Information Circular for the virtual workshop In accordance with the APEC Projects Guidebook, the POs will keep the PD informed of project implementation progress. 	<i>Preparation and Coordination of Part 2 Workshop</i> <i>Send General Information Circular</i>
December 2021	Delivery of In-Person Workshop Use of Event Attendance List	March 2022	<ul style="list-style-type: none"> The Proposing APEC Economy will host the Part 2: virtual workshop and facilitate the training delivery. During workshop delivery, experts will solicit best practices from participants. The POs will collect the pre-workshop and post-workshop questionnaires. The POs will use the Event Attendance List template to collect participant and expert data, and adhere to the necessary requirements regarding data collection and the template. 	Delivery of Part 2: Virtual Workshop Use of Event Attendance List
January – March 2022	<i>Submission of APEC Project Monitoring Report</i> Execution of Follow-Up Activities Continuation of Progress Monitoring	April – June 2022	<ul style="list-style-type: none"> The POs will complete and submit the Monitoring Report to the PD (due by 1 April 2022). May 2022: the POs will send the follow-up survey and continue to solicit best practices input. The POs will evaluate the data collected by the follow-up survey and include the findings in relevant summaries. 	<i>Submission of APEC Project Monitoring Report</i> Execution of Follow-Up Activities Continuation of Progress Monitoring

			<ul style="list-style-type: none"> In coordination with collaborating stakeholders, the POs will identify recommendations from the workshop. 	
April – May 2022	<p>Submission of Monitoring Report</p> <p>Submission of Best Practices Guidelines and Workshop Summary</p> <p>Submission of Financial Documentary Requirements</p>	July – August 2022	<ul style="list-style-type: none"> The POs will submit the Best Practices Guidelines and Workshop Summary for APEC publication (projected by 1 August 2022). The POs will resolve all project related payments and reimbursement claims, if applicable, and submit financial documentary requirements to the Secretariat via the PD (due at least 6 weeks before project completion). 	<p>Submission of Best Practices Guidelines and Workshop Summary</p> <p>Submission of Financial Documentary Requirements</p>
June 2022	<i>End of project</i>	September 2022	Project completion.	<i>End of project</i>
August 2022	<i>Submission of Completion Report</i>	November 2022	<ul style="list-style-type: none"> The POs will complete and submit the Completion Report of the project to the PD (due within 2 months after project completion). 	<i>Submission of Completion Report</i>
6-12 months after project completion	<i>Post-Project Completion Activity</i>	6-12 months after project completion	<ul style="list-style-type: none"> The POs will participate in the Long Term Evaluation of APEC Projects conducted by the Secretariat. 	<i>Post-Project Completion Activity</i>

Appendix B – Workshop Agendas

B.1 Part 1 Workshop

Two-Day Virtual Sessions: 16-17 June 2021 (GMT+8)

DAY ONE

7:00 – 7:15 am	Welcome and Introductory Remarks <ul style="list-style-type: none">- Moderator: Eric Yatar, Deputy Executive Director, International Policy and Programs Division, U.S. Transportation Security Administration- Eddie Mayenschein, Assistant Administrator, Policy Plans and Engagement, U.S. Transportation Security Administration
Session 1 7:15 – 7:55 am	Overview of Security Culture <p>What is meant by Security Culture? What are its elements? How do you make it work? The International Civil Aviation Organization Security Culture model and tool kit will specifically be addressed.</p> <ul style="list-style-type: none">- Ross Lockie, Regional Officer, Aviation Security and Facilitation, International Civil Aviation Organization
Session 2 7:55 – 8:30 am	Employee Awareness and Communicating the Threat <p>Ensuring staff understand the nature of the threats they and their organization face helps maintain a reliable focus on security.</p> <ul style="list-style-type: none">- Ryan Streeter, Program Manager, “If You See Something, Say Something”® Campaign, U.S. Department of Homeland Security
8:30 – 8:35 am	Break
Session 3 8:35 – 9:15 am	Basing Security Culture on Risk <p>Effective Security Culture should be based on a current and realistic assessment of the risks an organization faces. Discussion will cover what elements to include in a risk assessment and how to develop Security Culture policy and programs based on identified risks.</p> <ul style="list-style-type: none">- Jennifer Pedersen, Manager, U.S. Cybersecurity and Infrastructure Security Agency
Session 4 9:15 – 9:40 am	Training <p>Examples of developing the knowledge, skills and capability which enable staff to practice good security.</p> <ul style="list-style-type: none">- Matthew Vaughan, Director, Aviation Security and Cyber, International Air Transport Association
9:40 – 10:00 am	Q&A and Day One Wrap

DAY TWO

7:00 – 7:15
am

Welcome and Recap of Day One

- Moderator: Eric Yatar, Deputy Executive Director, International Policy and Programs Division, U.S. Transportation Security Administration
- Bernard Lim, Senior Director, International Relations and Security Division, Singapore Ministry of Transportation Security Administration

Session 5

7:15 – 7:50
am

Role of Leadership in Security Culture

A discussion of how leaders at all levels, but especially those at the highest level, must lead by example and support their staff in implementing good security.

- Ron Pavlik, Chief of Police, U.S. Washington Metro Area Transit Authority

Session 6

7:50 – 8:30
am

Information Security

Keeping physical and electronic sources of information safe from theft and exploitation.

- Randy Tally, Manager, U.S. Cybersecurity and Infrastructure Security Agency
- Sidd Gejji, Manager, U.S. Federal Aviation Administration

8:30 – 8:40
am

Break

Session 7

8:40 – 9:20
am

Best Practice: Supply Chain Security

Today's supply chains are often complex, globally interconnected ecosystems that encompass the entire life cycle of an industry. This session will focus on how modern supply chains are managed through effective Security Culture.

- Warren Miller, Manager, International Plans and Programs, U.S. Transportation Security Administration
- Roger Libby, Vice President, Global Affairs, DHL

Session 8

9:20 – 9:50
am

Best Practice: Intermodal Training and Exercise Program (I-STEP)

Preparedness exercises and drills help staff know how to respond in the event of an incident. The TSA I-STEP Program works with transportation stakeholders in all modes to reduce risk and improve emergency response and recovery procedures.

- Drew Bewick, Program Manager, Intermodal Training and Exercise Program, U.S. Transportation Security Administration

9:50 – 10:00
am

Evaluation and Closing Remarks

B.2 Part 2 Workshop

Three-Day Virtual Sessions: 8-10 March 2022 (GMT+8)

DAY ONE

7:00 – 7:15
am

Welcome and Introductory Remarks

- Moderator: Kalei Hall, International Relations Specialist, U.S. Transportation Security Administration
- Eric Yatar, Deputy Executive Director, International Policy and Programs Division, U.S. Transportation Security Administration

Session 1
7:15 – 8:00
am

Review of Security Elements and Benefits

This session reviews the important foundational elements and benefits participants learned so far during the project.

- David Mickalonis, Manager, Transportation Security Sector Assistance, U.S. Transportation Security Administration

Session 2
8:00 – 9:00
am

Educating Staff on the Security Threat

A reliable focus on security is maintained when staff understand the nature of the threats they and their organization face. This session reviews how aviation security threats might target staff with real-world examples and their consequences.

- Gary Medrano, Program Analyst, Intelligence and Analysis, U.S. Transportation Security Administration
- Andrew Matwick, International Consultant, United Nations Office of Counter Terrorism
- Elizabeth Neal, Lead Desk Officer, Asia Pacific Bureau, U.S. Transportation Security Administration

9:00 – 9:15
am

Break

Session 3
9:15 – 9:50
am

Effectively Communicating and Reinforcing Good Security Culture

This session reviews effective methods for communicating good security conduct with employees, and includes an interactive practical exercise on developing those effective methods of communication.

- David Mickalonis, Manager, Transportation Security Sector Assistance, U.S. Transportation Security Administration

9:50 – 10:00
am

Q&A and Day One Wrap

DAY TWO

7:00 – 7:10
am

Welcome and Recap of Day One

- Moderator: Kalei Hall, International Relations Specialist, U.S. Transportation Security Administration

Session 4
7:10 – 8:00
am

Gaining and Retaining Security Culture Buy In

Security Culture develops because of the strategic direction set by senior management and their examples in demonstrating the behaviors they want their staff to follow. This session explores how to gain and retain Security Culture buy-in from the top down.

- Eddie Mayenschein, Assistant Administrator, Policy Plans and Engagement, U.S. Transportation Security Administration

Session 5
8:00 – 8:50
am

Review of Security Management Systems

A Security Management System (SeMS) provides a formalized, framework for integrating security practices into the daily operations and culture of an organization. This session explores the basics of SeMS and provides an answer to the question of “how” to implement Security Culture.

- Nathalie Herbelles, Senior Director, Security and Facilitation, Airports Council International World

8:50 – 9:00
am

Break

Session 6
9:00 – 9:50
am

Designing Standards for Success

This session guides participants on how to draft realistic benchmarks for implementing Security Culture practices.

- David Mickalonis, Manager, Transportation Security Sector Assistance, U.S. Transportation Security Administration

9:50 – 10:00
am

Q&A and Day Two Wrap

DAY THREE

7:00 – 7:10
am

Welcome and Recap of Day Two

- Moderator: Kalei Hall, International Relations Specialist, U.S. Transportation Security Administration

Session 7
7:10 – 8:40
am

Creating an Implementation Plan

This session asks participants to put their knowledge into action with a practical exercise that will lead participants through the effort of drafting a Security Culture implementation plan.

- David Mickalonis, Manager, Transportation Security Sector Assistance, U.S. Transportation Security Administration

8:40 – 8:55
am

Break

Session 6
8:55 – 9:40
am

Review of Resources and Tools

This session will recall the lessons and information participants learned during the project, as well as review resources and tools available to participants to assist with implementation of effective Security Culture practices.

- Fernando Coelho, Aviation Security Assistance Coordination Officer, International Civil Aviation Organization
- Bronwyn Somers, Director of Training, Civil Aviation Authority of New Zealand
- Aiden Yeo, Senior Deputy Director, Security Policy and Emergency Preparedness, Singapore Ministry of Transport

9:40 – 10:00
am

Evaluation and Closing Remarks

Appendix C – Project Evaluation Instruments

C.1 Part 1: Pre-Workshop Questionnaire

Questions	Sum	Percentage of Respondents (%)
How long have you been in your current position?		
< 1 year	2	6.3
1-5 years	16	50.0
6-15 years	14	43.8
> 15 years	0	0.0
Do you have supervisory and/or managerial responsibilities in your current position?		
Yes	24	75.0
No	9	25.0
If yes, please mark all that apply:		
Operations	19	59.4
Administration	14	43.8
Personnel	12	37.5
Budget	8	25.0
Planning	16	50.0
Other	4	12.5
If other, please describe:		
Government policy on aviation security and related matters. ¹⁰		
As the senior avsec inspector, I supervise 4 AVSEC inspectors' AVSEC regulatory activities (audits, inspections, tests, risk assessments, policy work, etc, annual budget) including keeping current of our 4 National AVSEC Documents (National Civil Aviation Security Programme (NCASP), National Quality Control Programme (NQCP), National Civil Aviation Security Training Programme (NCASTP), AVSEC Risk Assessment Methodology) as per ICAO AVSEC SARP requirements.		
As a regulatory agency, [economy AVSEC agency] is involved in risk assessment/risk management that guides our stakeholders in the establishment of their security measures.		
[Economy AVSEC agency] is a regulatory agency with respect to transportation security, responsible for security audits or risk assessments etc., and is involved in operations, including security screening at airports. Its counterpart in the U.S. is the TSA.		
Training and exercises		
What Security Culture Tools does your economy already employ?		
Positive Work Environment		
Clear and consistent: policy, processes systems and procedures	16	50.0
Performance appraisals	17	53.1
Security Management Systems (SeMS)	8	25.0
Understanding the Threat		
Targeted threat briefs	22	68.8
Reminder briefs	13	40.6
Verbal updates when picture changes	15	46.9
Training		
Induction training	27	84.4
Refresher training	23	71.9
Continuous learning activities	21	65.6
Leadership		
Leadership briefings	20	62.5
Example behavior	14	43.8
Patience and Understanding	11	34.4
Reporting Systems		

¹⁰ Most free-form responses were included in Appendix C tables, except repetitive responses, and may have been lightly edited for clarity, to conform with APEC nomenclature, and to ensure anonymity in the responses.

A just culture reporting system	11	34.4
Induction training on reporting	8	25.0
Rewards/Thank you	6	18.8
Incident Response		
Wallet card	5	15.6
Regular table top exercises and practice drills	21	65.6
Vigilance		
Repetition	15	46.9
Posters and signage	20	62.5
Regular security awareness campaigns	22	68.8
Information Security		
Induction training	15	46.9
Clearly documented policy and procedures on information security	23	71.9
Cybersecurity	20	62.5
Measures of Effectiveness		
Breach records	18	56.3
Inspection results	19	59.4
Staff surveys/focus groups	17	53.1

Please provide any additional details on the Security Culture Tools employed by your organization:

In [economy], we have developed a lot of regulations and procedures according to the ICAO regulations, that includes certification, training, operational procedures, AUI, risk management, and others, in order to face any situation that could happen.

Director General of Civil Aviation (DGCA) [of economy] has issued Director General of Civil Aviation Decree Number 55 Year 2021 as a reference for all the stakeholders at airports for the implementation of aviation Security Culture. DGCA continues to conduct training based on NCASTP and encourage all stakeholders to focused on promoting an effective and sustainable Security Culture from the ground up and top-down. Actions taken by [economy] in developing Security Culture and enhancing aviation security human capability are as follows:

1. Conduct Safety, Security and Health Protocol Campaign at airports
2. Promote security awareness to all aviation personnels from top management to operational personnels
3. Require every Airport Pass Applicant to attend Security Awareness
4. Develop Land Side Security Awareness Programme to every airport staff at landside security
5. Require airports to provide banners and posters to promote security culture as well as health campaign to prevent the spread of COVID-19 through air transport
6. Enhance the competence of AVSEC personnel

Others activities include Security Teams, that consist of the airlines managers, aviation security authority and airport security coordinator working together assessment security procedures and actions anywhere at the airport.

Security Culture is assessed at each audit and inspection of organisations.

Disseminate the Toolkit on enhancing Security Culture and guide to running of a Security Culture campaign to all operators.

Provide training course concerning Security Culture for employees such as SeMS, Cybersecurity.

- 1) [Airport operator] holds approved ASTP that requires security staffs and non security staffs working at airports to be trained in Security awareness training course, 4 hours as a minimum, and recurrent training every 2 years.
- 2) Provide clear procedures when any staffs noticed the security breaches or any other suspicious behavior at the airport through written standard operating procedures, briefing, read and sign procedures before receiving airport ID permit, and public announcement.
- 3) Communication regarding airport security measures and security operation problem discussion between entities at the airport officially (Airport Security Committee meeting) and unofficially.

We use a firewall system to secure company information.

What do you want to learn through this workshop series? Please describe.

An understanding of other jurisdictions and industry participant approaches to understanding and implementing a positive security culture.

Members' experiences and best practices on Security Culture, including what is successful and measures of success.

How to better leverage stakeholder buy-in to mitigate the insider threat. For example, how can a stakeholder identify a potential insider? What are the warning signs? Outside of security screening, what other security controls can be leveraged to limit insider threat?

Organizational aspects of the development, design and implementation of Security Culture for the Regulator or a State's Leading Authority for Aviation Security. This would include not only for the Regulator or Leading Authority itself, but also what Security Culture should look like for the industry the Regulator is responsible for providing oversight to.

Best practices in respect of mitigating insider threat.

How to work the different kind of tools to establish a Security Culture. How to articulate Security Culture as a core value.

How to build and enhance Security Culture so that every one will be aware that security is everyone's responsibility so it will be much easier for the aviation community to prepare mitigation measures to counteract the risk from insiders.

What tools each economy employs and how they implement them effectively, especially in terms of coordination with other stakeholders.

Extra knowledge on how to cultivate Security Culture especially at the airport. And how to recognize any insider threat that could have a big impact in the aviation industry and ways to cope with it.

I would like to apply more effective tools that combine the achieve the aim and goals in security, another could be a security leadership enforce to motivate and birth Security Culture in the staff.

I would like an appreciation of what other States have tried and the effectiveness of each. An appreciation of how psychology/motivational practices can positively affect Security Culture, in particular the promotion of a "call to action" or motivation to act when necessary in any security situation, rather than the diffusion of responsibility.

I would like to see how various Developed Countries provide Security Culture training (incl. threat awareness training, behavior detection training, and continuous learning activities) for all staff. Is this kind of training dependent on a respective Developed Country's Threat level?

Deeper issues related to the threat, current measures that contribute to aviation security, as well as deeper on experiences that states have in relation to cyber-terrorism.

To be able to learn what a strong foundation of security which is effective in an airport scenario and what are the insider risks that should be prevented.

Cybersecurity Best Practices and Information Sharing.

Currently, we don't have any local tool for Security Culture, especially from the legislation. How to enhance understanding from management level.

Enrich knowledge, awareness and practice to reduce risk of security incidents and breaches.

Typical behaviors of insider. How to setup an effective reporting system in AVSEC.

Please provide any other information you would like the Event Organizers to know:

I'm interested in the linkages, similarities and differences between Safety Culture, Just Culture and Security Culture.

I would like to know how economies regulate the application of measures about the insider risk, when the aeronautical authority does not have police obligations.

Recently, [Economy] has conducted a Security Culture campaign, which involved regulator and operator and encouraged all stakeholders to take an active role in enhancing security awareness to build Security Culture.

DGCA [Economy] intensified collaboration with industry and stakeholders in supporting efforts to promote Security Culture in the greater aviation community, where security is everyone's responsibility.

Share actual best practices in the industry and structure the topics to implement actions in the field.

Civil aviation in [Economy] operates in a relatively low threat and risk environment. Because of this, potentially the greatest risk to aviation security is people's lack of understanding that a threat can exist despite any evidence to that fact.

We are planning to purchase high-tech security equipment to upgrade its capabilities to prevent planned or attempted acts of unlawful interference at the airport.

As a take away, we would like to have more tools to building and measuring Security Culture at airports aside from that already provided by ICAO.

It would be great if the virtual workshop can be held more frequently due to some countries may have a lot of industrial participants. For example, [airport operator] operates 28 airports in 4 regions, so representatives from the region can have similar opportunities to participate in the workshop.

Personally, there is a difference in culture between the West and East in general. Especially in some country in Asia, some Leaders think that they are the boss or they are in charge of national or regional security, so they are not happy if someone tells them to obey the rules.

C.2 Part 1: Post-Workshop Questionnaire

Questions	Sum	Percentage of Respondents (%)
What is your overall level of satisfaction with this virtual workshop?		
Very Satisfied	12	60.0
Satisfied	8	40.0
Not Satisfied	0	0.0
Please indicate your satisfaction with the following aspects of the virtual workshop:		
Event Platform (MS Teams)		
Very Satisfied	11	55.0
Satisfied	9	45.0
Not Satisfied	0	0.0
Speakers		
Very Satisfied	9	45.0
Satisfied	11	55.0
Not Satisfied	0	0.0
Session Content		
Very Satisfied	7	35.0
Satisfied	13	65.0
Not Satisfied	0	0.0
Number of Sessions Offered		
Very Satisfied	9	45.0
Satisfied	11	55.0
Not Satisfied	0	0.0
Dates and Times of Event		
Very Satisfied	9	45.0
Satisfied	11	55.0
Not Satisfied	0	0.0
Please provide any additional comments you might have on the above aspects of the virtual workshop		
The virtual workshop ran relatively smoothly, however, at times the audio dropped in and out.		
The platform used was very useful. The speakers provided very useful information about measures to implement in my economy in the way of culture of security. The content was according to the event and the number of sessions were fine.		
The information that was shared by the speakers was good, especially the topic about ICAO declared 2021 the year of Security Culture and the links to get an useful tools to download and implement in our organization.		
I think that this topic has an important implementation in security process and achieve good task for everybody in Airport Security Staff for a continuous improvement.		
Very informative workshop by expert specialized speakers sharing their knowledge and experience.		
How would you rate the usefulness of the information and material covered in:		
Session 1: "Overview of Security Culture"		
Very Useful	13	65.0
Useful	7	35.0
Somewhat Useful	0	0.0
Not Useful	0	0.0
Session 2: "Employee Awareness and Communicating the Threat"		
Very Useful	15	75.0
Useful	5	25.0
Somewhat Useful	0	0.0
Not Useful	0	0.0
Session 3: "Basing Security Culture on Risk"		
Very Useful	11	55.0
Useful	8	40.0
Somewhat Useful	1	5.0

Not Useful	0	0.0
Session 4: "Training"		
Very Useful	8	40.0
Useful	11	55.0
Somewhat Useful	1	5.0
Not Useful	0	0.0
Session 5: "Role of Leadership in Security Culture"		
Very Useful	9	45.0
Useful	8	40.0
Somewhat Useful	2	10.0
Not Useful	0	0.0
Session 6: "Information Security"		
Very Useful	7	35.0
Useful	10	50.0
Somewhat Useful	2	10.0
Not Useful	0	0.0
Session 7: "Best Practice: Supply Chain Security"		
Very Useful	7	35.0
Useful	9	45.0
Somewhat Useful	3	15.0
Not Useful	0	0.0
Session 8: "Best Practice: Intermodal Training and Exercise Program (I-STEP)"		
Very Useful	11	55.0
Useful	8	40.0
Somewhat Useful	0	0.0
Not Useful	0	0.0
If possible, please provide specific feedback:		
All of the presentations on day one were very informative and interesting. Sessions 1 and 2 were most useful in relation to my current job.		
The sessions and material were a useful and interesting overview of Security Culture. And a great starting off place for future sessions giving us all a solid background for providing more specifics in future sessions. I would also suggest that the next session provide an international contrast as it was very focused on what was happening in the US but did not cover what best practices were being done in other States.		
You may include more cases about how to assess the risks.		
I like the session 5 because I received information that I, as a security manager, could communicate as sensible information and provide trust to all my personnel team to have a security behavior.		
I would like too much a communication the threat, because many people in airport security are technicians, so they don't have person / behavioral science or humanistic skills. So understanding this part from another point of view complements our capacity to measure aviation risk.		
Some presentations were a description of what that organisation does rather than talking to the subject.		
Considering your level of knowledge and understanding of Security Culture before you attended this virtual workshop, how would you rate your level of knowledge and understanding of these principles now that you have completed the virtual workshop?		
After completing the workshop, my understanding and knowledge:		
Was significantly enhanced	14	70.0
Was somewhat enhanced	6	30.0
Remained the same	0	0.0
If possible, please provide specific feedback:		
As I have only recently started a role in the aviation security area, the workshop was very useful in developing my understanding and knowledge.		
The session was a nice refresher on the overall work being done and a good update on progress and tools that I should now go back and review.		
[Economy] is adjusting the plans in the way to implement measures about culture of security. The speakers provide more information in order to know other economies experience that I did not have.		
Before the workshop I had a few level of managers of Security Culture in a large group, after I attended the workshop I get significantly information to recognize other kinds of threat and be a leadership to manage security risk and Security Culture.		

This enhanced my ability to assess and analyze all security threat to manage most risks. This is important so I can develop alternatives to protect the airport from unlawful activities.

I was educated by the presentation on getting your audiences buy-in to ensure they will listen and do what is asked of them, i.e. observe and report.

Have regular and continuous communication between the Regulator and the certificate holders regarding AVSEC issues (including existing/emerging/ new threats or risks or vulnerabilities). Conduct AVSEC awareness training with [security provider] and aviation industry in order for everyone to remain vigilant always.

How will you apply what you learned during this virtual session? Please describe:

What I have learned during this workshop will provide me with a good level of background knowledge in aviation Security Culture and related aviation matters.

Better understanding of how positive Security Culture has been applied in other organisations will support [Economy Government] providing better advice and more targeted communications on the importance and practical application of positive Security Culture.

I am going to be following up on some of the tools and specifics mentioned to see if these would be useful in supporting my ongoing work in this area.

Yes. Today, every idea presented was exposed to the team that is leading the culture of security plan in [Economy], then we can have ideas about how to apply some ideas.

Currently our organization is working on how to build the Security Culture in our airport system, so will take some key aspects and best practices to implement them in our planning.

I would like to share ideas learned during this session with airport operator in order to spread the thought of Security Culture.

Share with colleague that information to implement in our economy which would be enhance our Security Culture in aviation industry.

Firstly download the ICAO security tools from web page, develop information session with my security team at the airport and share information, build a communication campaign and working together with the other aviation service provide operating at the [international airport].

Firstly to prepare information to training all staff from security airport to help me to develop all topics about permeate a Security Culture, after continues to monitoring and measure why kind of vulnerabilities affect us.

We are currently putting together a communications plan and this information will be incorporated directly into that.

[Economy] is currently developing a Security Culture campaign, in line with the ICAO Year of Security Culture campaign. Some of the information learned through these online sessions will inform the direction of our campaign over the upcoming year as we look to enhance security awareness and culture.

I will develop guidance to implement those best practices shared during the workshop.

We are developing our policy on cybersecurity and we will apply the learning I have. I have talked with our cybersecurity officer on this.

Cascade the See Say principle.

Develop and improve deficient tools that the organization use to enhance Security Culture such as a Just Culture reporting programme.

Cooperation with Civil Aviation Authority of [Economy] to do regulations or instructions, guidelines about Security Culture, Intermodal Training and Exercise Program to 21 airport of [Economy]. Give some advice to Leader of [Economy airports] to setup Security Culture Standard at [Economy airports], emphasize the leadership action and encourage all employee to give feedback "see something say something".

I will apply what I learnt to develop and implement our company' Security Culture and promote security awareness of local pasengers.

Which of the following statements best describes your overall evaluation of the virtual workshop?

The workshop introduced useful concepts and helped me to think critically about and explore new options for building a culture of security.	17	85.0
The workshop helped me think about Security Culture concepts, but did not introduce any new development or implementation options that I have not previously considered.	3	15.0
The workshop was not helpful.	0	0.0

If possible, please provide specific feedback:

It might be interesting to have panel discussions next time where several countries present their model and discuss/compare/contrast what they are doing and why.

The topics exposed gave me ideas in order to tell the culture of security leading team hoy to apply some measures in [economy], then gave me a lot of content from other economies about how to apply them.

One thing I like from the sessions is the manage level and experience and point of view from the speakers that richest the knowledge and help us to think to open wide vision about prevent and mitigate the security risk.

Now I can apply a tools for creating and Security Culture plan, including communication methods, responding to suspicious activity and incidents, where anybody of the staff can take advantage.

Was there enough time devoted to questions/discussions during each session of the virtual workshop?

Yes	19	95.0
No	1	5.0

If no, please describe:

[Answered yes] Facilitating discussion at these workshops is always challenging, particularly on an eplatform. [moderator] did an excellent job moderating and asked really good questions to fill the gap.

[Answered no] Because time constraint due to online session which there have some lack of connectivity during presenter explanations.

Is there anything else you would like to learn or explore in more depth during the future in-person session of this workshop? If yes, please describe.

More comparative and detailed look at Security Culture as implemented across various States might give a better sense of the range and possibilities for best practices.

A discussion of the impact of the long term approach to biosecurity on security culture would be interesting.

It would be good to keep knowing the experience of other economies that are applying this year the culture of security plan, and their results.

It is always very useful to take experience from the best practices. For us, the most important challenge is to implement the Security Culture, so I hope in the future take note about more real cases about Security Culture.

Thanks, I would like to explore about the security risk and management, and security assurance management.

As part of conducting Security Culture training, it would be good to have a session by specialists (e.g. TSA, etc) talk about Behaviour Detection (e.g. profiling skills) of suspicious people at the airport environment.

The next workshop, after laying down the principles, must be able to go into the details on the specific measures that should be implemented as the baseline or normal level and at the enhanced/ escalation/ contingency level in the context of Security Culture.

Cybersecurity and challenges of Security Culture in COVID-19.

Please provide any other information you would like the Event Organizers to know, including any suggestions on how this virtual workshop could be improved.

Presentations in this format are greatly assisted by the use of slides showing what information is imparted. Those that did not use this, while the subject matter was excellent and comprehensive it's difficult to recall all that was discussed.

Conduct this workshop as frequent as possible.

C.3 Mid-Project Survey

Questions

In thinking about the key themes explored throughout the project so far, what is the role of leadership in promoting Security Awareness and developing a culture of security within your economy or organization, and what does leadership engagement on the topic of Security Culture look like within your economy? Please provide specific example(s).

It is important to have a lead person in this process considering that there must be a focus inside the organization and the economy, trying to push all the initiatives about the security awareness. In the case of my economy, the lead person is defined, so he is the one that call us to give ideas and promote every initiative. In the case of [economy], the lead person is very committed to the mission of this topic. Security Culture is taking form in my economy, in the way we made meetings, webinars and workshops with the industry and inside the organization in order to make this process happen.

The importance of leadership is to give confidence and credibility about what we are doing in the security field. Currently, one of the main engagement is to keep updated to all airport organization about local threat and what the airport authority is doing and giving to airport organization some recommendations to face them.

The top management within regulator and operator should set an example and become the role model in implementing the security awareness. The leadership engagement is shown by providing reward for the employees who have implemented security awareness.

The role of leadership in promoting security awareness and developing a Security Culture would be to continue sending messages directly to the people in the organization through internal newsletters and other means. Leadership engagement will be the same.

Leadership is one of the main structure for the culture in airport organization, the executives not only of the airport authority either the Carriers chiefs have responsibility for transmit the principles, policy and perform by security principles.

Leading by example helps to ensure every employee in an organization understands the importance you put into creating and sustaining a security aware culture.

The leadership plays the key role in promoting Security Awareness and developing a culture of security within our economy and Corporation. The leadership has engaged fully on the topic of Security Culture within our economy through his instruction of developing yearly Plan.

Responses to the pre-workshop questionnaire indicated many economies employ induction and refresher training from the International Civil Aviation Organization (ICAO) Security Culture Toolkit. In thinking about your economy's or organization's induction and refresher training, what are the specific subject matter(s) covered in such trainings (e.g., security procedures, changes to the threat, reporting procedures)? Please provide specific example(s) and, if possible, separately provide the training course outline or curriculum description (i.e., table of contents).

There is a very important difference between training course and reality. In my personal case, I studied two years to become an AVSEC officer, and it is a very hard process with a lot of information. In reality, you go in other way, attending people's issues and facing day after day the things that might appear. When you approve the training course, is not everything and it must go with recurrent trainings and other trainings to develop your curriculum (instructor, inspector, others). In reality every case is different between economies, but in our case, we have Certified instructors that provide new information when it is time, according to change of norms dictated by ICAO, and others in the local way.

The most difficult part, is to apply or change some attitudes, related to the application of new norms, because the operators and the industry are used to their way, but according to a new regulation, it must change.

The main subjects to our organization's induction and refresher training is the security awareness, implementation and the threat.

Education on the current status of aviation security, including information on threats, legal systems including ICAO Annex 17, and other contents including importance of security awareness.

Every year the organization make a refresher training based from the ICAO training papers, some topics are: reporting procedures, identifying treat, Badge use. Every people to get an airport security badge require to take an induction for security topics before works or enter to restrictions areas. Directly from the ICAO Security Culture Toolkit apply for this year.

Full Scale Exercise on Active Shooting Incidents precedes with a series of simulation exercises.

Specific subject matters are related rules and law, security procedures, changes to threat, etc.

The Refresher Training is categorized based on the type of training.

1. Refresher Airport Security Guard / Basic is given material on Information update aviation security threats, physical screening for passengers, cabin baggage, and hold baggage and by using equipment, screening of vehicle, equipment performance testing of walk through metal detector
2. Refresher Airline Security Guard / Basic is given material on Information update aviation security threats, physical screening for passengers, cabin baggage, and hold baggage and by using equipment, aircraft security check and aircraft security search, protection of aircraft and access control to the aircraft
3. Refresher Cargo Security Guard / Basic is given material on information update aviation security threats, physical screening of people and cargo and by using equipment, access control to secure area, screening of vehicle
4. Refresher Airport Security Screener / Junior is given material on Information update of aviation security threats, cabin baggage and hold baggage screening by identifying x-ray machine images by using simulator computer based training and/or operating explosive trace detector, dangerous goods which are permitted to be carried by passengers, x-ray machine daily test
5. Refresher Airline Security Screener / Junior is given material on information update of aviation security threats, baggage screening by identifying x-ray machine images by using simulator computer based training and/or operating explosive trace detector, list of prohibited items, x-ray machine daily test
6. Refresher Cargo Security Screener / Junior is given material on information update of aviation security threats, cargo and mail screening by identifying x-ray machine images by using simulator computer based training and/or operating explosive trace detector, list of prohibited items, x-ray machine daily test
7. Refresher Airport Security Supervisor / Senior is given material on information update of aviation security threats, supervision operational airport security, personnel management, equipment effectiveness management
8. Refresher Airline Security Supervisor / Senior is given material on update aviation security threat information, operational supervision of cargo and postal security, personnel management, equipment effectiveness management
9. Refresher Cargo Security Supervisor / Senior is given material on update aviation security threat information, operational supervision of cargo and postal security, personnel management, equipment effectiveness management

Does your economy or organization require refresher training and, if so, at what interval (e.g., semiannual, annual, biannual)? Please provide specific example(s).

I do not think my economy needs a refresher training at this moment, considering that we have a National Plan of Instruction with a high level, that consider every instance in case of a failure. Even more, we have our quality control going on, that applies to all the industry.

We think that is necessary refresher training annually.

The refresher training is conducted annually (one in a year).

We require to conduct refresher training every year for aviation security personnel.

Yes. Our economy requires a biannual refresher training.

Responses to the pre-workshop questionnaire indicated many economies employ clearly documented policies and procedures on information security that are readily available to staff who may want to refresh their understanding. How does your economy or organization ensure policies and procedures are readily accessible but also stored, transmitted, and disposed of securely? Please provide specific example(s) and, if possible, provide a copy of the policies and procedures.

In the case of [economy], we have public documents that are provided in the organization website, that provides general lines about Aviation Security norms. Other procedures are reserved or secret, in the way that if it is accessible to other people out of the organization, it might affect the national security, according to the [economy's] laws.

In the case of necessary application of procedures that must be reserved or secret, by some external organization, local committees meet and can provide some information about it.

Between the security programs of the industry, we have all the names of their representatives in [economy] and the points of contact.

In our case, we have public policies and procedure in the web site, for example the NCASP. But the reserved procedures are stored in the Civil Aviation Authority intranet, so that the security officer must log in the intranet web site to see the procedures.

The policies and procedures on information security is available at working area and kept in secure place with person in charge responsible in making sure the information is disseminated to the right person, the staffs can refer to the written procedures as guidance in conducting their duties.

The handling of information depends on the sensitivity of the information. For files and e-mails that handle aviation security information, passwords are to be set.

Yes the organization employ clearly documented policies and procedures on information security and are accessible for the staff, because every worker read and signing the policy document when accomplish the induction training and get the airport badge.

We hold seminars on security procedures every now and then to Airport Police and Security Personnel. All trainings are consistent with ICAO as encompassed in the Airport Security Plan (ASP) Manual.

To ensure policies and procedures are readily accessible but also stored, transmitted and disposed of securely, our organization has carried out monthly/quarterly or unannounced quality control activities.

One best practice that was highlighted by Experts during the Part 1: Virtual Workshop was the importance of public outreach and awareness to encourage reporting of suspicious activity. However, responses to the pre-workshop questionnaire indicated few economies employ a rewards or thank you program for reporting systems. What barrier(s), if any, is your economy or organization facing to implementing this Tool?

I think is a money issue because it must go with a strong public and visual advisory to the entire population. It is a very good initiative but maybe expensive.

In [economy], we have a reporting system.

The thank you program is already implemented for example DGCA sends a letter of appreciation to operators. However for the rewards program is not easily implemented due to the budget.

We look good practice and consider there aren't barrier to implementing this tool.

Rewards itself. Budget constraints. No programme for such.

The barriers that our corporation facing to implementing this Tool are: majority of passengers and people do not have high responsibilities to make reports because they think that those work of someone else.

What other Tool(s) or best practice(s) should economies or organizations consider when establishing or to improve their reporting systems? Please provide specific example(s).

Using technologies is a very good way to get the finish line. Create an APP that gives information by users might be a good option.

This must be anonymous and giving feedback to who made the report, during or after the investigation.

Provide easy and user friendly reporting system to enable the staff to easily report suspicious activities / security violence. For example provide WhatsApp number as a hotline center to report suspicious activities / security violence.

The channels to communicating o reporting the events, and now we apply information technology like instant message, (messenger, whatsapp, etc.).

1. Have a Pre and Post Tests to gauge one's learnings and trainings
2. Have an actual / on-site visit and training

Raise or enhance public awareness by public media and messaging.

In thinking about the transportation ecosystem of your economy, how does the civil aviation authority or airport operator engage with and/or partner across intermodal transportation stakeholders to ensure a high-level of security throughout the system (i.e., collaboration between operators of mass transit or light rail or bus with service to the airport)? Please provide specific example(s).

In [economy], we divided the responsibilities in the case of public areas; first responsibility is on the industry that provide the service, which has a contract with the administration of the terminal. Entire organizations that work in that space must adhere to those security regulations. Even the administration provides security guards that goes on the public ways including intermodals transportation services.

In [economy], the airport authority does not have relations with airport bus services, but they have a business relation with the terminal operator. When the airport authority issues a high-risk alert, all the organization with aviation security responsibility must take notice of the alert. In this case, the airport bus service takes notice of the alert through the terminal operator.

In a big international airport, the airport is facilitated with intermodal transportation like ground transport (bus, taxi) and train to the city.

Transportation agencies attend meetings which were held by airport regularly and participate in emergency procedures and communication systems.

The airport operator engages with the intermodal transportation through participation in committees and induction and refresher training.

We have accredited transportation buses and taxi cabs.

Our city has provided bus service to connect downtown and the airport and vice versa.

Is there anything else you would like to learn or explore in more depth during Part 2 of this project, or any other information you would like the Event Organizers to know? If yes, please describe.

I would like to learn about the founding of the measures implemented by the economies.

We would like to know more about cybersecurity and facilitation (Annex 9).

Security Leadership and communication.

On-site visits and trainings in all modes of airport security.

Expect to learn more in technique to promote Security Culture.

C.4 Part 2: Pre-Workshop Survey

Questions

Session 1 will review the foundational security elements and benefits that participants learned so far during the project. Based on your current knowledge of Security Culture, are there specific elements and/or benefits that are unclear or for which you would like additional clarification?

The important foundational elements and benefits for participants are clear.

Session 2 will cover effective methods for communicating good security conduct with employees. What question(s) do you have on effective employee communications?

Could you share the procedures and what platform do you use to disseminate aviation security threat information to security operators?

Session 3 will review the importance of communicating aviation security threats to promote staff understanding. What question(s) do you have about how to effectively disseminate aviation security threat information to security operators and to put that information into action?

What programs should airports do to maintain the engagement and commitment to Security Culture efforts?

Session 4 will explore how to gain and retain Security Culture buy-in from the senior management level to the frontline workforce. What question(s) do you have about leadership engagement and commitment to Security Culture efforts?

How implementing a SeMS can aid in the development of a positive Security Culture.

Session 5 will explore the basics of Security Management Systems (SeMS). What question(s) do you have about implementing SeMS and its potential benefits for your organization?

How to establish meaningful Security Culture benchmark? What components should be taken into account considering in economies that have various types of airports?

Session 6 will guide participants on how to draft realistic benchmarks for implementing Security Culture practices. What question(s) do you have about establishing meaningful Security Culture benchmarks?

[No questions received]

Session 7 will include a practical exercise that will lead participants through the effort of drafting a Security Culture Implementation Plan. What would you like to explore during the practical exercise and see included in your economy's Implementation Plan? Please be specific:

How to create effective communication between a supervisor who is younger than the staff they supervise. The staff is older and has more working experience at the airport.

Session 8 will review the lessons and information that have been covered over the course of this project, as well as highlight useful resources and other tools available to economies. Are there specific tools or resources that you believe would be helpful to implement a culture of security in your economy and/or organization? Please describe in detail:

The tools to measure the effectiveness of Security Culture at the airport.

Please provide any other information you would like the Event Organizers to know:

Could you share videos that can be used to promote Security Culture at airport especially for airport staffs so they will have strong Security Culture.

C.5 Part 2: Post-Workshop Questionnaire

Questions	Sum	Percentage of Respondents (%)
What is your overall level of satisfaction with this virtual workshop?		
Very Satisfied	9	81.8
Satisfied	2	18.2
Not Satisfied	0	0.0
Please indicate your satisfaction with the following aspects of the virtual workshop:		
Event Platform (MS Teams)		
Very Satisfied	8	72.7
Satisfied	2	18.2
Not Satisfied	1	9.1
Speakers		
Very Satisfied	9	81.8
Satisfied	2	18.2
Not Satisfied	0	0.0
Session Content		
Very Satisfied	8	72.7
Satisfied	3	27.3
Not Satisfied	0	0.0
Number of Sessions Offered		
Very Satisfied	7	63.6
Satisfied	4	36.4
Not Satisfied	0	0.0
Dates and Times of Event		
Very Satisfied	7	63.6
Satisfied	4	36.4
Not Satisfied	0	0.0
Please provide any additional comments you might have on the above aspects of the virtual workshop		
According to the time of the event, in [economy] the sessions ended too late (at midnight). For the future activities you could make arrangements for better time.		
The workshop ran very well by using MS Teams platform. If I may suggest, the duration of the workshop could be shorter, for example 2 day-workshop.		
Lack of connection/coverage during session.		
The schedule was great, and comfortable to learn each topic.		
I enjoyed the topics, the opportunity to ask questions or not as the case may be, the power point slides were on point, and the time allocated each day was enough for concentration levels.		
It was a well-organized workshop supported by excellent speakers.		
Very well organized and paced.		
The speakers were subject-matter experts (SMEs) with excellent insight. As a non-SME, I learned a significant amount from all the sessions. The workshop was organized to accommodate APEC economies' time zones (and rightly so)!		
How would you rate the usefulness of the information and material covered in:		
Session 1: "Review of Security Culture Elements and Benefits"		
Very Useful	7	63.6
Useful	4	36.4
Somewhat Useful	0	0.0
Not Useful	0	0.0
Session 2: "Educating Staff on the Security Threat"		
Very Useful	8	72.7
Useful	3	27.3
Somewhat Useful	0	0.0
Not Useful	0	0.0
Session 3: "Effectively Communicating and Reinforcing Good Security Culture"		

Very Useful	8	72.7
Useful	3	27.3
Somewhat Useful	0	0.0
Not Useful	0	0.0
Session 4: “Gaining and Retaining Security Culture Buy In”		
Very Useful	5	45.5
Useful	5	45.5
Somewhat Useful	1	9.0
Not Useful	0	0.0
Session 5: “Review of Security Management Systems (SeMS)”		
Very Useful	7	63.6
Useful	4	36.4
Somewhat Useful	0	0.0
Not Useful	0	0.0
Session 6: “Designing Standards for Success”		
Very Useful	5	45.5
Useful	6	54.5
Somewhat Useful	0	0.0
Not Useful	0	0.0
Session 7: “Creating an Implementation Plan”		
Very Useful	5	45.5
Useful	6	54.5
Somewhat Useful	0	0.0
Not Useful	0	0.0
Session 8: “Review of Resources and Tools”		
Very Useful	6	54.5
Useful	5	45.5
Somewhat Useful	0	0.0
Not Useful	0	0.0
If possible, please provide specific feedback:		
More specific examples would have been nice to better get to putting concepts into practice. I suspect that most of us are familiar with the concepts at this point, but the challenge is making them live on the ground.		
The topic that I believe that was useful for my company project is Objectives and SeMS, I would like to wide the information.		
I particularly enjoyed the counter-terrorism and the SeMS presentations. It would have been good to go into a bit more depth on SeMS without getting too bogged down in the details to show the elements and interconnection of SeMS.		
I would have been interested in a psychological or sales perspective on ensuring the Security Culture messaging and implementation is successful. I believe culture/compliance is a sales job where you have to create the need and provide the solution, then closing the deal by getting a commitment from them.		
Good composition of speakers who delivered different perspectives from his/her own field.		
Considering your level of knowledge and understanding of Security Culture before you attended this virtual workshop, how would you rate your level of knowledge and understanding of these principles now that you have completed the virtual workshop?		
After completing the workshop, my understanding and knowledge:		
Was significantly enhanced	6	54.5
Was somewhat enhanced	4	36.4
Remained the same	0	0.0
If possible, please provide specific feedback:		
I particularly appreciated where participants spoke their specific experiences and how Security Culture was being implemented in their economy.		
It was interesting to get other States perspective on Security Culture awareness.		
Specific examples and cases help me to enhance my level of understanding Security Culture which is conceptual and imaginary.		
It was a great refresher for me!		

Both sessions provided me with an understanding of what is meant by a "Culture of Security" and the importance of developing a holistic program to foster such a culture throughout the airport environment. I can now better advise my colleagues during discussions on both policy and programs.

How will you apply what you learned during this virtual session? Please describe:

That SeMS is really the way forward for Security Culture and emerging threats.

Currently I work for the Aviation Security Planning Office, so with this new knowledge I can support the implementation of new security measures to counter the insider risk.

I am interested in exploring the basic of SeMS and its potential benefits to our organization.

I would like to incorporate what I learned about leadership and other aspects into my daily actions.

Airport operators, airlines operators, cargo handlers, catering operators and also cleaning companies.

Preparing the security specific plans for each department to change an enhance Security Culture.

Interagency gaps were highlighted in my mind and I would like to advance where I can interagency sharing of information to close the gaps and thus prevent criminality/unlawful interference slipping through.

Call for everyone's active participation in learning more of the security breaches and the ways to deter these security risks.

In reviewing my own Ministry's policy on Security Culture.

This workshop along with the first iteration in June 2021 help me better engage with partner governments on aviation security policy. I am also able to advise my bureau's programs and multilateral affairs officers on developing aviation security capacity-building workshops and programs.

Which of the following statements best describes your overall evaluation of the virtual workshop?

The workshop introduced useful concepts and helped me to think critically about and explore new options for building a culture of security.	9	81.8
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The workshop helped me think about Security Culture concepts, but did not introduce any new development or implementation options that I have not previously considered.	1	9.1
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The workshop was not helpful.	0	0.0
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If possible, please provide specific feedback:

Good job to the Project Overseer. A well put together workshop.

Was there enough time devoted to questions/discussions during each session of the virtual workshop?

Yes	10	90.9
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No	1	9.1
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If no, please describe:

Because, some topics required more time to discuss and example to the industry apply.

The moderator gave enough chances for participants to ask and to be answered.

[The moderator] did a great job fielding questions from participants who typed the questions in via chat rather than speaking. Several sessions generated a good amount of participation despite the virtual format, which is always a challenge.

Please provide any other information you would like the Event Organizers to know, including any suggestions on how this virtual workshop could be improved.

If possible you can work for better schedule, for example you can establish U.S. time for the sessions.

We would like to suggest Organizers do this workshop by class session which better than virtual.

The workshop is great, continue with this plans.

Maybe provide an audio/visual recording of each presenter and their slides???

Under pandemic restriction, virtual workshop is one of effective tools connecting people and keep people being engaged. Thank TSA for hosting this event.

I appreciated the opportunity to learn from both TSA experts as well as UNOCT and ACI representatives. Captain Eddie Mayenschein's presentation on leadership was excellent as well. TSA is lucky to have him!

C.6 Follow-Up Survey

Questions

Which Security Culture materials and resources, either promoted through this project or through other efforts, such as the International Civil Aviation Organization (ICAO)'s Year of Security Culture, have been valuable to your efforts? Please provide specific resource link/attachment(s) and explain how they have been useful.

Toolkit on ICAO website. It helps us to understand what specific solutions contribute to enhance Security Culture.

The resources that would be useful are videos and guidelines.

Every time someone receives an Airport ID Card, must attend a security awareness course. The contents of this course have been approved by DGAC [Economy], by doing so, we ensure that important Security Culture information is distributed as part of this course. For example, as part of this course, there is a brief explanation about how to report suspicious activities in a confidential and voluntary web portal, what actions to adopt if you see an abandoned item, etc.

Every Airport that has a public address system, during their operations time must issue audio announcements throughout the public area of the airport, stating that if someone sees some suspicious activities can report it to the police personnel in the airport or security personnel, and also do not unattended their personal belongings.

Clear and consistent: policy, processes, systems and procedures:

[Economy] Civil Aviation authority has updated its NCASP, this document is free access in the website and available to any person. In accordance with new security standards and changes in the aviation market the Authority has ordered to update several documents, process and procedures.

Equipment, space and resources:

The [Appropriate] Authority increased the budget to buy new equipment to detect explosives.

Targeted communications plan:

[Economy] Civil Aviation Authority organized a seminar/workshop "Civil Aviation Security and Air cargo", this activity was sponsored by ICAO [Regional] Office.

[Economy] Civil Aviation Authority organized the first webinar sponsored by ICAO [Regional] Office.

Performance appraisals:

All the Aviation Security officers are public servant and they are subject to ongoing evaluations annually.

Suggestions box:

[Economy] Civil Aviation Authority has implemented an anonymous reporting system to notify any risk situation that may affect the aviation security.

21 Airports in [Economy] have deployed videos to display some principles as travelers go through Security Checkpoints. This will promote Public awareness to Security when travelling by air.

Security Culture - Best Practices and Guidance (icao.int). We can learn a lot of efforts from other economies.

DGCA [Economy] has issued Director General of Civil Aviation Decree Number 55 Year 2021 regarding Technical Instruction for the Implementation of Security Culture as a reference for all the stakeholders at airports for the implementation of aviation Security Culture. The Director General Decree is in accordance with ICAO Security Culture Starter Pack.

In thinking about the key themes and principles explored throughout the project, what activities are you currently doing or have started to explore since the start of the project to enhance Security Culture in your economy or organization? Please provide specific example(s).

We held Webinar on Security Culture. And we asked stakeholders (airlines, airports, security screening providers) as guest speakers to share their initiatives to enhance Security Culture.

Banners along airports areas, Security Culture briefings, video to encourage reporting.

To develop presentations and instructor guidelines for free distribution through a secure web portal implemented by DGAC [Economy] to every air carrier and airport operator, in order to be used during their aviation security courses. By doing so, DGAC will ensure that every student receives information that supports the development of Security Culture among them.

One of the key themes for us is how to promote among the airport employees the importance of notifying any risk situation to prevent an unlawful interference act. To get this goal, the airports authorities are carrying out Security Culture workshops where airport companies' representatives are participating.

Our organization has planned to develop Security Culture Policy in [Economy airport]'s activities.

We have hosted a Webinar with stakeholders to think about how we may improve Security Culture.

DGCA [Economy] continues to conduct Security Culture campaign and conduct training based on NCASTP and encourage all stakeholders to focused on promoting an effective and sustainable Security Culture from the ground up and top-down.

How has leadership in your organization responded to or supported such activities? Please be specific.

Participate in start-up activities, sign the bulletins, invite the staff to be a part of the new Security Culture.

Full support. I have been assigned as the person in charge of this project and in order to complete this task, I can ask for support from my team mates as I consider necessary.

The Head of [Economy] Civil Aviation Authority has supported the implementation of Security Culture. To achieve the aim, specific personnel have been designated for the Head of [Economy] Civil Aviation Authority to provide all the resources to accomplish with the activities related to the implementation of Security Culture.

Our leadership in our organization has strongly supported activities to enhance Security Culture. We have arranged financial and human resources to carry out these activities.

The organization supports the activities by providing approval to conduct Security Culture campaign at airports and also conduct online Security Culture workshop to stakeholders.

Do your activities include external stakeholder(s) (i.e., stakeholders outside your organization) who have supported it? If yes, please describe.

Airlines, Airports, Screening providers.

Yes, we consider a external providers like; security service, cleaning services, maintenance services, authorities.

No.

All the activities are undertaken directly by the Airport Local Authority, who invite to the airport companies' representatives to participate in the activities, this include some external stakeholders.

Yes, external stakeholders have supported our activities. They encourage their employees to comply.

Airports, Airlines, security screening providers, ICAO Asia-Pacific Regional Office, ACI, TSA.

Yes, the airports, airlines, regulated agents, catering companies supported the activity by conducting Security Culture campaign at airport and within their organization.

Have you identified challenges to implementing or enhancing Security Culture project(s), and how have you addressed those challenges? Please provide specific example(s), as well as resources that have been beneficial to overcoming the challenges.

Yes, we have challenges, for example briefs and speeches to enhance people and staff's performance and skills.

I am taking some courses related to the development of competency based training and e-learning courses.

One of the challenges to implement Security Culture is to raise awareness to airport employees about importance of aviation security and how they can support it. To address this challenge the Airport Local Authority has carried out workshop where the airport community has participated.

Challenges to implementing Security Culture Project have always been faced. However, we are continuously trying to pursue to implement in reality. For example, domestic passengers, especially the old, are usually not very aware of travelling procedures relating to restricted dangerous devices/articles in carry-on luggage. Our projects aim to teach the general public about these restrictions through media, screening at the airports, ticket agents, etc.

We need to understand that in order to improve Security Culture, keeping on track with implementing several measures is the key.

The identified challenges is lack of budget to conduct Security Culture campaign.

Throughout this project, many Experts have emphasized the importance of utilizing a staff recognition program to directly correlate effective security practices with how staff responded to or reported a security-related situation (e.g., suspicious activity). What are some success stories or best practices from your economy or organization that speak to Security Culture? Please provide specific example(s).

One of airports held contests to evaluate and award security screeners skills. Contestants said they were highly motivated and enjoyed training by themselves in preparation for the contest.

Aviation security awareness course to every person that receives an airport ID card. Announcement within an airport requiring the report of suspicious activities. Voluntary and confidential report web portal.

Unfortunately, we do not have this kind of program in our organization, but it could be one of best practices to implement, because this program could encourage to all [Economy] Civil Aviation Authority staff.

Staff, especially superiors, often correlates directly effective security practices. Almost all suspicious activities have been found and handled by the staff in the industry.

Security screeners contest is held by one of the airport in [Economy]. Each screener practices for the contest.

Several big airports in [Economy] already implemented a reward system for the staff who implement security measures consistently or have the courage to report security breach and security incidents.

Establishing a suspicious activities awareness and reporting mechanism, to include a public messaging campaign, has been highlighted as a way to enhance Security Culture, ensure security domain awareness, and encourage reporting for prevention and response. What are some examples that your economy or organization has implemented to establish and/or encourage suspicious activities reporting and promote Security Culture (e.g., simple signage and public service announcements within an airport, video material for display monitors, press campaigns)? If available, please provide links or attach copies of materials or photos.

Airports ask airport employees to see something suspicious, and report to control center in the terminal building.

Video material for displaying on monitors, banners, booklets.

[Economy] Civil Aviation Authority has implemented an anonymous reporting system to notify any risk situation that may affect the aviation security.

Passengers and airport staff/person operating in the airports are encouraged to provide/inform Airport Security through a letter, email or other forms (telephone hotlines, direct communication, etc.).

Some big airports in [Economy] have already implemented reporting system that can be utilized by security staff and non security staffs to report suspicious activity, security breaches and security incidents by providing contact numbers to report.

Is there anything else you would like the Project Organizers to consider for the project outcomes, or any other information you would like the Project Organizers to know? If yes, please describe.

The use and web platform to development a promotion campaign.

Let them know that I am really grateful for the project.

It would be much appreciated if the project organizers share the examples of Security Culture campaign tools to develop Security Culture.

Appendix D – Outreach Campaign Briefer

Building a Culture of Security and Countering the Insider Risk

(APEC Project No. TPT 07 2020A)

OCTOBER 2021, PAGE 1 OF 2

Fast Facts from Part 1: Virtual Workshop

- Held on 16-17 June 2021
- 66 total attendees, including 16 Experts
- Attendees consisted of 17 APEC Member Economies and 4 non-member participants and Industry
- 35.1% of female participants

Analysis of the Pre-Workshop

Questionnaire

- The most employed Security Culture Tools:
 - Induction training (84.4% of respondents)
 - Refresher training (71.9%)
 - Clearly documented policies and procedures on information security (71.9%)
- The least employed Security Culture Tools:
 - Wallet cards for incident response (15.6%)
 - Rewards/thank you for reporting systems (18.8%)
 - Security Management Systems (25%)

Expert Speakers

- Ross Lockie, Regional Security and Facilitation Officer, International Civil Aviation Organization (ICAO)
- Ryan Streeter, Program Manager, US Department of Homeland Security (DHS)
- Jennifer Pedersen, Senior Technical Advisor, US Cybersecurity and Infrastructure Security Agency (CISA)

Overview

On 16-17 June 2021, the United States held Part 1: Virtual Workshop of its *Building a Culture of Security and Countering the Insider Risk* Project (TPT 07 2020A) under the auspices of the Asia Pacific Economic Cooperation (APEC). From the discussions, the following key themes and best practices emerged.

Understanding Threat in Risk-Informed Ways

Risk assessments are an integral component to Security Culture and should be informed by current intelligence from government and open sources. Risk-informed policy and program decisions, and the underlying rationale, should be documented and shared with stakeholders. Ms. Pedersen of US CISA stressed the importance of asking, “What keeps me (or you) up at night?” to identify your critical focus issues. Risk assessments should be conducted regularly (e.g., annual, bi-annual, quarterly) to monitor and evaluate current operations, and they must be updated to reflect any changes, such as: new threats (e.g., growing cyber threats from ransomware); newly identified vulnerabilities; and changes in the operating environment (e.g., major uptick in cargo operations due to COVID-19). Mr. Lockie of ICAO stressed not only the importance of understanding the threat but also timely communication of the threat to stakeholders. Without their buy-in and belief that “security is everyone’s responsibility,” the system will not function as desired.

Public Outreach and Awareness

To empower community members to report suspicious activities to the appropriate authorities, Mr. Streeter of US DHS shared some best practices, including: use strong visual and action-oriented components to convey the message; establish partnerships and use their well-recognized logos; educate audiences on the evolving threat landscape; and encourage partners to collect and share information through established reporting channels. These outreach and awareness campaigns can be easily scaled and deployed across different modes of transportation; therefore, looking beyond the aviation environment is recommended to glean best practices and harmonize intermodal connections. Chief Pavlik of WMATA highlighted the use of security awareness messages in his organization, which he found useful to embed security and safety culture across the entire mass transit system.

Role of Leadership

In fostering a culture of security, the role of a leader is not to lead from the top-down but for all levels of the organization to exercise security leadership and demonstrate the importance of Security Culture. For example, Chief Pavlik of WMATA advocates for executives to make presentations to new hires, which not only allows them to share what their component of the organization does but it also actively demonstrates top-level commitment and support from day one on the job. Effective leaders are open to new ideas from everyone in the organization, which can be exhibited through “open door” policies for physical office spaces and virtually through emails and employee bulletin boards, as well as by empowering the workforce to offer their ideas for continuous improvement and to give them a stake in the security and well-being of the organization.



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Building a Culture of Security and Countering the Insider Risk (APEC Project No. TPT 07 2020A)

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Expert Speakers (cont.)

- Matthew Vaughan, Director, International Air Transport Association (IATA)
- Ronald Pavlik, Chief of Police, Washington Metropolitan Area Transit Authority (WMATA)
- Randy Talley, Senior Advisor, US CISA
- Sidd Gejji, Manager, US Federal Aviation Administration (FAA)
- Roger Libby, Executive Vice President, Deutsche Post DHL Americas
- Drew Bewick, Branch Manager, US Transportation Security Administration (TSA)

Project Overseers: U.S. TSA

- Eric Yatar
- David Mickalonis
- Kalei Hall

Building Stakeholder Relationships

A key to building strong stakeholder relationships is to establish and foster trust and inclusion through consistent and meaningful engagement. When implementing new processes or building new programs, Mr. Gejji of the US FAA explained the need to address how different agencies often act on their own functions. Silos must be broken down and teams must be built with the highest level support, in which information sharing and coordination are robust and ongoing. Mr. Libby of DHL echoed these sentiments in discussing how to build partnerships that advance security and innovation. No single organization can understand all the components; so, working without collaboration misses opportunities to see the full picture and enable the active engagement and contributions of all stakeholders.

Evaluating Processes and Programs

Understanding the insider threat and developing and implementing policies to mitigate that threat are layers to building an effective Security Culture. Continuous evaluation of your organization's policies and programs is also necessary to determine whether they are working and where improvements can be made. As part of ICAO's 2021 Year of Security Culture initiative, Mr. Lockie shared available resources, such as the Security Culture Self-Assessment that allows an Economy to measure its Security Culture baseline and to identify possible areas of improvement (see link included in Additional Resources). Integral to their organizations' Security Culture, Chief Pavlik of WMATA and Mr. Bewick of US TSA discussed the need to conduct practice drills, so everyone – the workforce, those in the operations center, and stakeholders – are trained and ready when an incident occurs. Holding “hot washes” with participants, creating after-action reports, and acting on recommendations that may come out of these, are critical.

Next Steps for this Project

In August 2021, the Project Overseers submitted a Project Design Amendment and Extension (PDAE) form to the APEC Project Management Unit (PMU), which requested approval to delay hosting the Part 2: In-person Workshop from its original date in December 2021 to April 2022, due to continued COVID-19 pandemic-related international travel restrictions. The APEC PMU declined to make a decision and requested the Project Overseers resubmit the PDAE in November 2021. At this time, **the Project Overseers will continue to pursue approval to postpone the in-person workshop to April 2022.** In the meantime, the Project Overseers will shortly send a **mid-project survey** to participants, the responses to which will be evaluated and used to inform the content for Part 2 of this Project.

Additional Security Culture Resources

- Part 1 Workshop Materials: <http://mddb.apec.org/Pages/search.aspx>
- ICAO Security Culture Toolkit and Resources: <https://www.icao.int/Security/Security-Culture/Pages/ICAO-Resources.aspx>
- ICAO Security Culture Self-Assessment: <https://www.icao.int/Security/Security-Culture/Pages/State-self-assessment.aspx>
- ICAO Year of Security Culture: <https://www.icao.int/Security/Security-Culture/Pages/YOSC-2021.aspx>
- IATA “See It, Report It” Videos: <https://www.youtube.com/playlist?list=PLM2XOOXtRLMfJrczSEG1syLwivOHW6YP9>
- UK Embedding Security Behaviour Change: <https://www.cpni.gov.uk/embedding-security-behaviour-change>

Contact Us

Do you have additional best practices and/or resources to include? Please send your ideas and advice to Kalei.Hall@tsa.dhs.gov.



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