

SECURITY INFORMATION 05/2024

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AVIATION SECURITY IS EVERYONE'S RESPONSIBILITIES: PROMOTING SECURITY CULTURE WITHIN THE CIVIL AVIATION INDUSTRY IN MALAYSIA

1 Purpose

1.1 This Security Information (SI) is to introduce the essence of Aviation Security Culture and the general guidance on how it is to be applied on all aviation related personnel with different level of responsibilities.

1.2 In this SI: -

“stakeholders” shall refer to any civil aviation stakeholders, inclusive of participants with security and non-security responsibilities and/or functions alike.

“Just culture” reporting systems” shall refer to reporting systems through which suspicious occurrences can be reported anonymously or confidentially to an independent entity, thereby allowing reporting individuals to be exempted from any kind of retaliation under specific circumstances. Such systems aim to encourage individuals to report occurrences that would otherwise remain unknown to authorities and would therefore not be corrected.

“Instructor” shall refer to the meaning assigned to it under the Civil Aviation (Security) Regulations 2019

“Chief of Security” shall refer to the meaning assigned to it under the Civil Aviation (Security) Regulations 2019

“Security Culture” in accordance with commonly adopted definition is a set of security-related norms, values, attitudes and assumptions that are inherent in the daily operation of an organisation and are reflected by the actions and behaviours of all entities and personnel within the organisation.

2 Background

- 2.1 The International Civil Aviation Organisation (ICAO) has placed increasing emphasis on security culture over the past few years. There is a number of ICAO regulations, documents and initiatives that highlight the importance of security culture.
- 2.2 In essence, the utmost important aspect in establishing Security Culture is for aviation related-personnel to understand that such culture is not working in silos and hence, it must be integrated wholly into the organisation. An effective Security Culture is about:
- a) recognizing that effective security is critical to business success;
 - b) establishing an appreciation of positive security practices among employees;
 - c) aligning security to core business goals; and
 - d) articulating security as a core value rather than as an obligation or burdensome expense.
- 2.3 In improving or establishing Security Culture in stakeholders, it should be considered that appropriate measures shall be taken in order to integrate such norms, values, attitudes and assumptions. Stakeholders may consider the following measures to realize the principles:
- a) continuously improve security, recognizing that a security culture in an organization is an essential component of an effective, proactive and reactive security regime, which supports and maintains a risk-resilient structure that helps to manage effectively both insider and external risks;
 - b) encourage awareness to security risks by all personnel and the role that they personally play in identifying, eliminating or reducing those risks;
 - c) encourage familiarity with security issues, procedures and response mechanisms (e.g. whom to call or processes to report in case of suspicious activity);
 - d) recognize the importance of security from all levels of an organization, including management, and reflecting that through the observation and participation in all security measures;
 - e) allow the necessary time and efforts to comply with security measures, even when under pressure;
 - f) promote willingness to accept responsibility, to be pro-active and to make decisions autonomously in the event of security occurrences, which include incidents, deficiencies and breaches;
 - g) challenge other personnel in case of irregularities and accept being challenged (i.e., promote speaking up, acknowledge different perceptions);

- h) immediately report occurrences or any suspicious activity that might be security-related – independent of who is doing it;
- i) foster critical thinking on aviation security and interest in identifying potential security vulnerabilities, deviation from applicable procedures, and solutions; and
- j) handle sensitive aviation security information appropriately.

3 Role of The Civil Aviation Authority of Malaysia (CAAM)

- 3.1 Regulation 7 of the Civil Aviation (Security) Regulations 2019 outlines the establishment of the National Security Programmes (NSPs) which consists of the following:
 - a) The National Civil Aviation Security Programme (NCASP);
 - b) The National Civil Aviation Security Training Programme (NCASTP); and
 - c) The National Civil Aviation Security Quality Control Programme (NCASQCP).

- 3.2 The National Security Programmes is a state-level document which reflects the current policy in civil aviation security in Malaysia in accordance with the relevant Acts and legislations together with ICAO's Annex 17 established Standard and Recommended Practices (SARPs).

- 3.3 In encouraging the integration of Security Culture in Malaysian civil aviation industry, it is the responsibility of the Civil Aviation Authority of Malaysia (CAAM) as the authority for aviation safety and security in Malaysia to continuously promote and develop policies that may contribute towards the integration of such culture. Promotion and development of such policies may include but not limited to:
 - a) inclusiveness of non-security personnel by introducing security-related responsibilities under the related NSPs;
 - b) implementation of a positive and effective security culture under the training policies;
 - c) to lead by example;
 - d) introduction of "Just Culture" reporting systems – reporting systems that ensures the anonymity of the reporting individuals and thus exempting them from any retaliation; and
 - e) Establishment of Security Culture measurement systems.

- 3.4 In addition to the policies, Chief of Security (“COS”) and Instructors by virtue of Regulation 22 and Regulation 28 of Civil Aviation (Security) Regulations 2019 respectively play a vital role in pursuing the integration of Security Culture. For example:
- a) Chief of Security in addition to his responsibilities under NSPs, should lead by example by observing all rules and regulations established under the law and show a good character towards all personnel under the organisation.
 - b) Instructors should be more proactive in the Security Awareness Training by implementing policies as per paragraph 2.3 of this Security Information.

4 Role of the Stakeholders

- 4.1 Apart from complying to the relevant acts and regulations related to aviation security, CAAM highly encourages stakeholders to take an active role in integrating the Security Culture. Full commitment in establishing Security Culture by every level should be applied at all times in all activities within the organisation. This should include applying security principles and values in decision making process of the stakeholders. The active participation may also be expanded into inter-organisation coordination. Airport Operators, for example may utilise the coordination platform provided under the regulations and NSPs to conduct a joint coordination campaign or any security-related activities with a common aim of enhancing Security Culture.
- 4.2 To further integrate the effort of Security Culture, personnel of all level should be provided with Just Culture reporting systems for them to report any security-related suspicious occurrences or anomaly. This system, shall guarantee the anonymity and confidentiality of the informer, exemption of any repercussions from the reporting and transmission of such information to an independent party. More guidance on “Just Culture” systems can be found in ICAO Doc 8973 or at :
<https://www.icao.int/Security/Security-Culture/Pages/default.aspx>.

5 Common Role of CAAM and Aviation Industry Stakeholders

- 5.1 In addition to the distinguished role of CAAM and stakeholders in integrating Security Culture, CAAM and stakeholders in conducting quality control activities may consider the effectiveness of Security Culture principles within the stakeholders. A suitable quality control parameter tailored specifically should be developed to determine such effectiveness.

- 5.2 CAAM as the authority may conduct a nationwide Security Culture campaign with full cooperation from stakeholders to exhibit a continuous and appropriate commitment to security norms, values, attitudes, and assumptions. Such campaigns, when conducted frequently, may also ensure that all personnel remain alert, avoid complacency, and continue to adhere to their organisation's security culture and the state established policies as a whole.

6 Conclusion

- 6.1 It is imperative to acknowledge the Security Culture is a way forward to establish a strong and resilient defence against any act of unlawful interference. Coordination and commitment between CAAM and aviation stakeholders is crucial in pushing the integration of Security Culture. All personnel shall work hand in hand and be made aware of the importance of securing our civil aviation operations and this will provide some assurance on the security of our nation as a whole.



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