



LAM·LHA

SECURITY INNOVATION

SECURITY PERFORMANCE MANAGEMENT
IN AVIATION

21 APRIL 2021

*LAM LHA IS THE TIBETAN
GODDESS OF TRAVEL AND
WORLDLY PROTECTOR
WHO RODE ON THE BACK
OF A GOLDEN BEE.*

*WE SUPPORT WORLDLY
PROTECTORS. AND BEES
ARE CROSS -POLLINATORS
—JUST LIKE US.
APPROPRIATE, NO?*

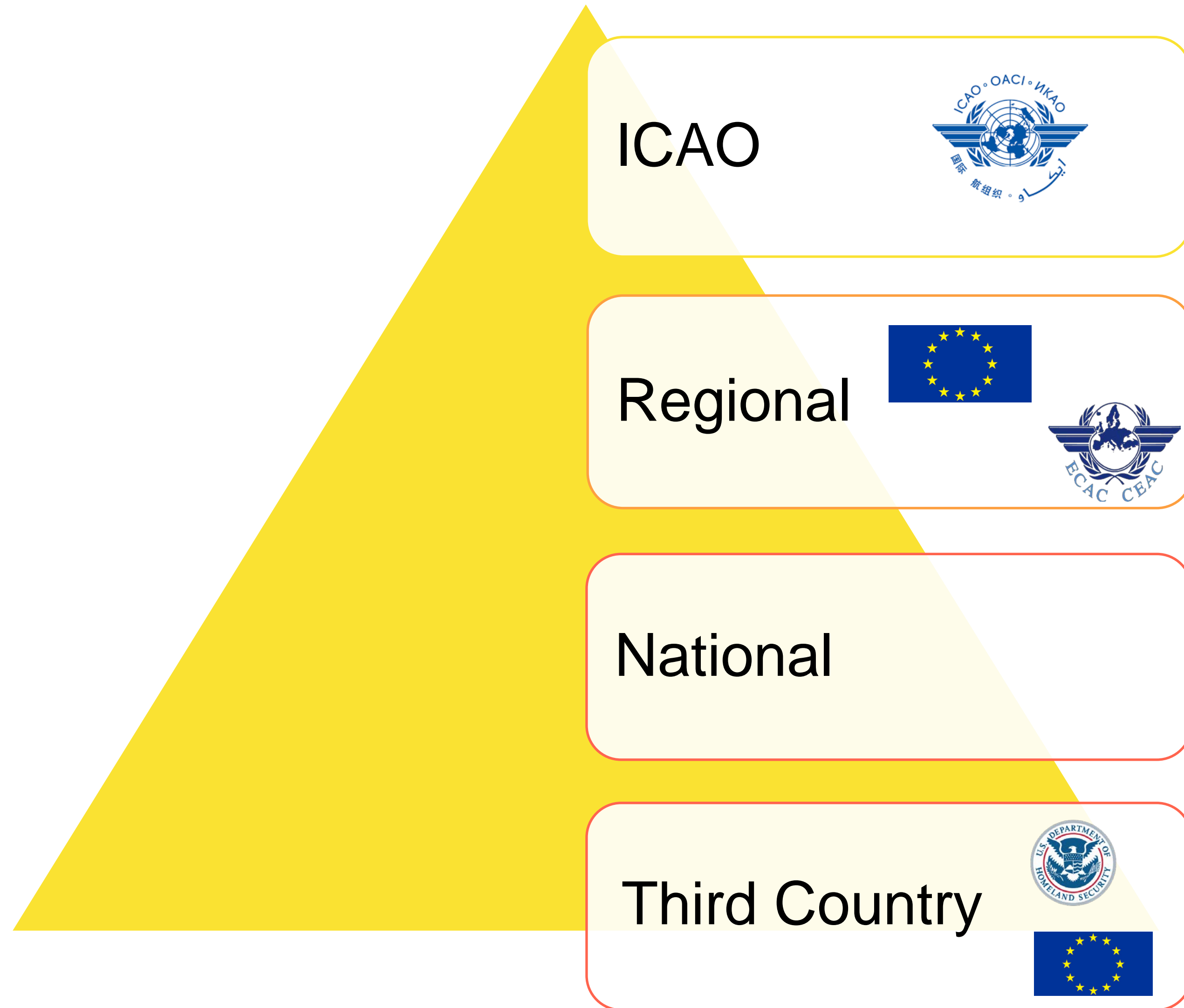


Outline



AVSEC COMPLIANCE FRAMEWORK

Governance in Aviation Security



Compliance Monitoring



Universal Security Audit Program (USAP)

- Appropriate authorities / national security program
- Observation at airports



EU Commission Inspections

- Appropriate authorities / national security program
- Airports
- Operators (airlines, suppliers, freight forwarders, ...)



National Quality Control Program

- Airports
- Operators (airlines, suppliers, freight forwarders, ...)



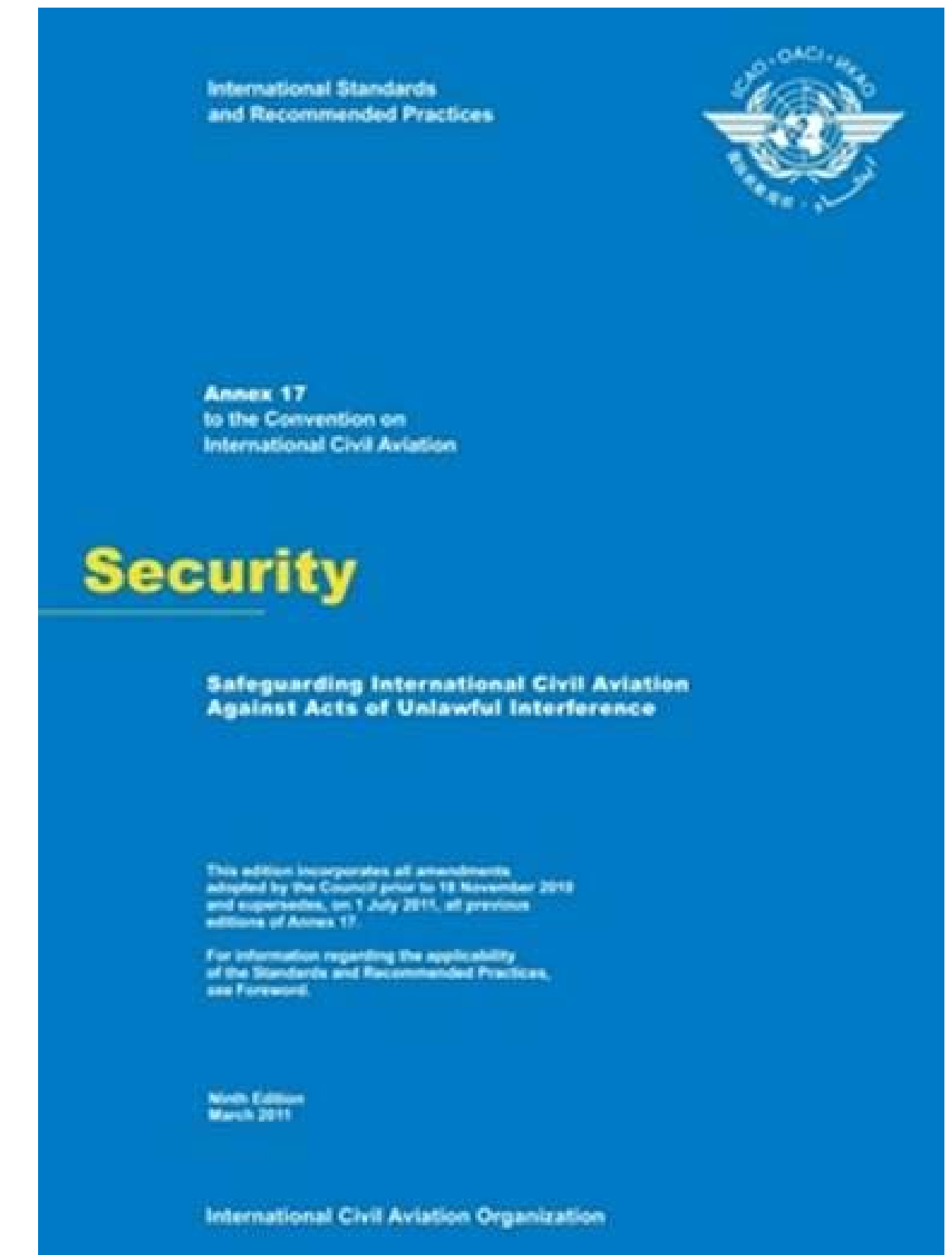
TSA Assessments EU ACC3 Validation

- Airlines operations at airports

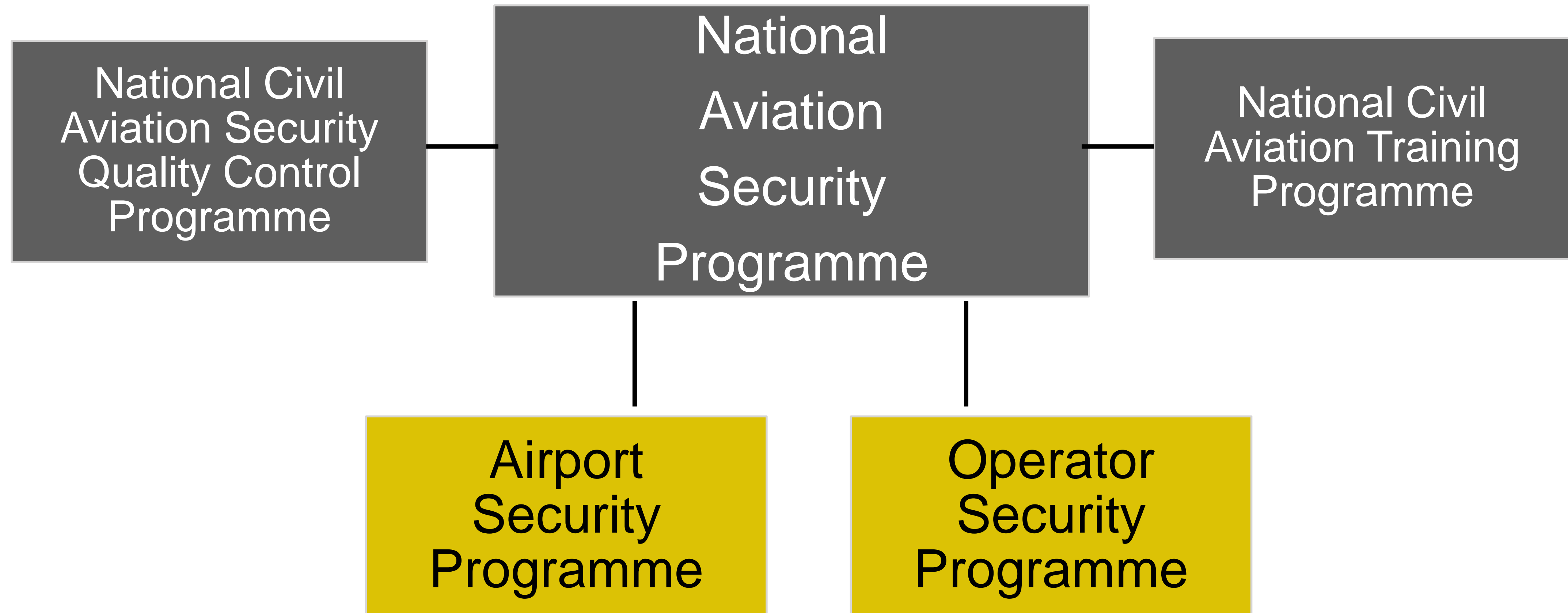
National Implementation Requirements

Annex 17 requires States to:

- Establish and implement a **National Civil Aviation Security Programme (NCASP or NASP)**
- Designate an **appropriate authority** within the national administration
- Carry out **risk assessments** regarding the threat to aviation in their territory and airspace
- Establish an **AVSEC committee** to coordinate security activities among different national stakeholders
- Develop and implement a **National Civil Aviation Training Programme**
- Develop, implement and maintain a **National Civil Aviation Security Quality Control Programme**
- Ensure the creation of an **Airport and Aircraft Operator Security Programme**

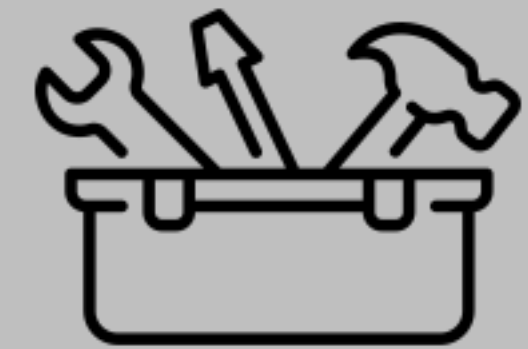


Required Compliance Documentation



National AvSec Quality Control Program

- Aim: evaluate the **implementation** and **effectiveness** of the NASP
- Annex 17 requires States to:
 - Regularly ensure that security measures [from the ASP and OSP] are **compliant** with the NASP
 - Regularly arrange for security **audits, tests, surveys and inspections**
 - Ensure **independence** of the quality control **programme**, including:
 - an appropriate standard of **training**
 - the necessary **authority**
 - a confidential **reporting** system
 - a process to record and **analyse results** and verify **corrective actions**
 - **Re-evaluate security procedures** following a breach



Audits
Inspections
Surveys
Tests
Investigations

DETECTION PERFORMANCE EVALUATION

Performance of Screening Equipment



Transportation
Security
Administration

Transportation Security Lab (TSL) in Atlantic City. The TSL identifies whether equipment can meeting detection requirements .

Transportation Security Integration Facility (TSIF) for validation of operational requirements at airports



EU law defines performance standards for screening equipment .

ECAC coordinates testing activities amongst Member States and developed a Common Evaluation Process (CEP) for security equipment .

ECAC testing in centres located in ECAC Member States – France, Germany , the Netherlands, Spain and the UK.

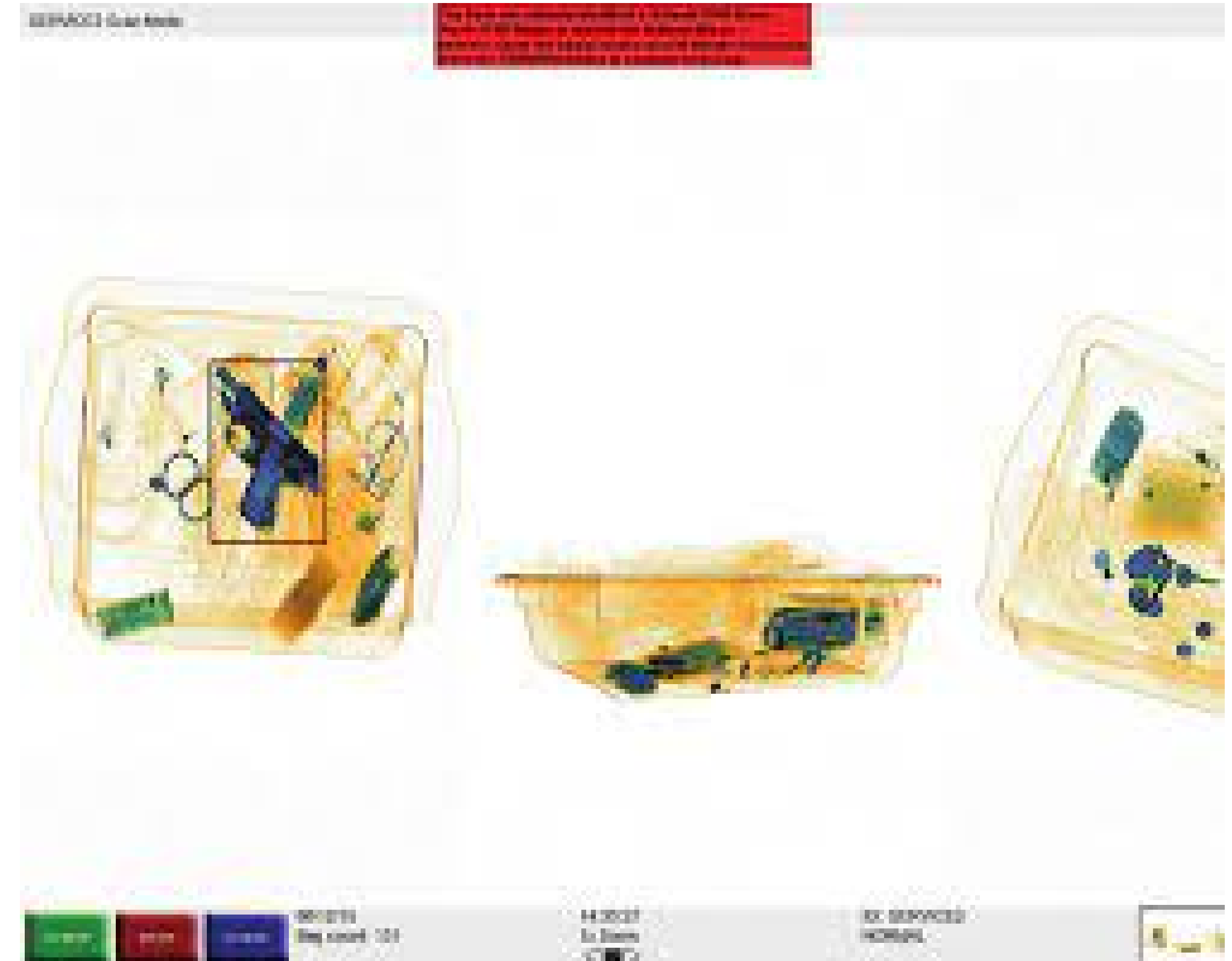
Recurrent Testing of Screening Equipment

- Regular upgrades of the detection capability
- Verification of the equipment standard
- Maintenance
- Recurrent testing of equipment
- Special testing kits available to both operators and authorities



Performance of Screeners

- Recruitment criteria introduced
- Recurrent training
- Threat Image Projection
- Covert and over testing





THE PATH TO A SECURITY MANAGEMENT SYSTEM



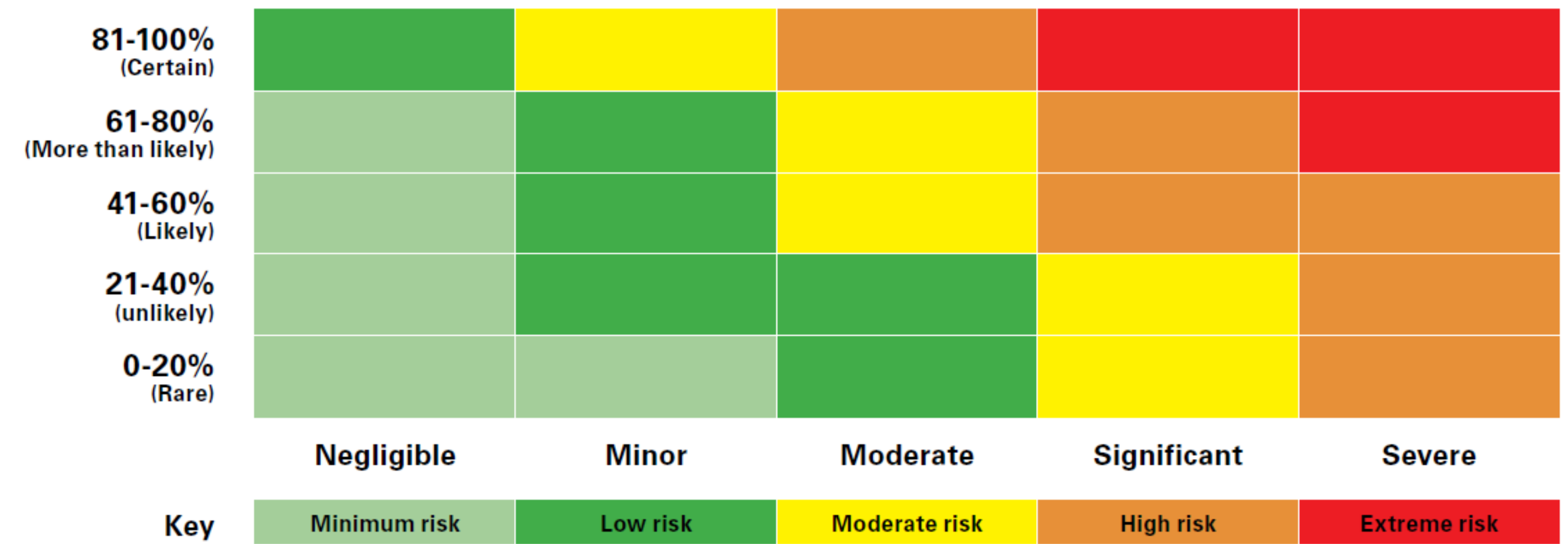
Purpose of SeMS

“SeMS provides a formalised, risk-driven framework for integrating security into the daily operations and culture of an Entity. The SeMS enables an Entity to identify and address security risks, threats, gaps and weaknesses in a consistent and proactive way.” UK DfT Guidance



Risk Assessment

Risk scores	
High	May require immediate action in the form of specific countermeasures
Medium-high	May require implementation of specific countermeasures
Medium/Moderate	May require implementation of specific countermeasures—on a case-by-case basis and depending on threat level
Medium-low/Minor	May require the implementation of specific countermeasures that may enhance security and reduce probability of the occurrence
Low/Negligible	Typically does not require the implementation of specific countermeasures, unless operating in a heightened-threat environment or on specific occasions



- Integrate international / national / local intelligence from different sources
- Agree on a scoring methodology and related impact on the security measures

Reporting

- Define tool : common safety / security reporting tool
- Define specific taxonomy for reporting
- Just Culture principle



Categories of Aviation Security Occurrences

CATEGORIES OF AVIATION SECURITY OCCURRENCES			
Proposed security descriptors		Proposed explanation of the descriptor	Operational descriptors
1	Landside protection	Any actual or potential threat situation against passengers, crew or infrastructure occurring in a public area at an airport terminal or in the public area adjacent to the terminal. This includes the airport terminal, parking lots, adjacent hotels and airport access roads.	<ul style="list-style-type: none"> • Vehicle-borne improvised explosive device (IED) • Person-borne IED • Armed attack • Unattended/suspicious baggage • Chemical, biological or radiological (CBR) attack
2	Landside-perimeter	Any actual or potential threat situation against passengers,	<ul style="list-style-type: none"> • Other perimeter airside

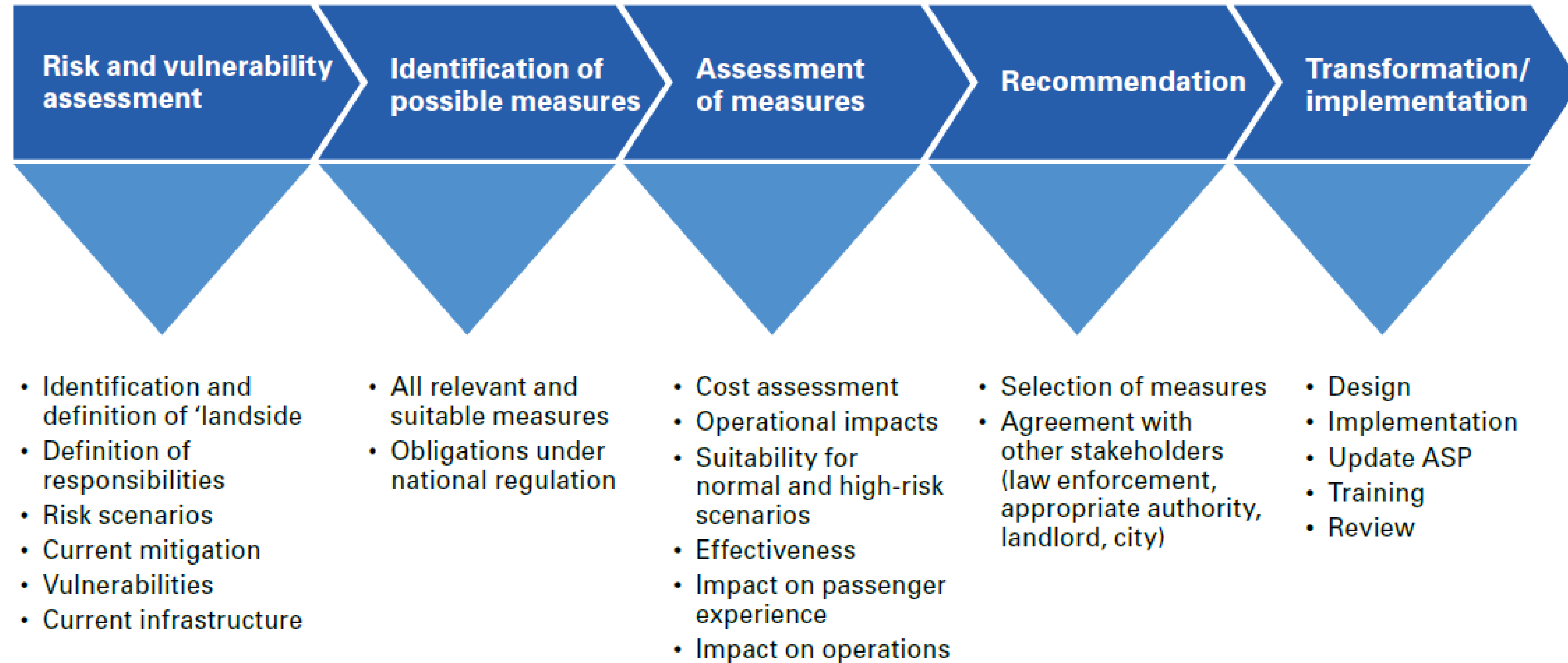
Measuring

- Setting clear performance indicators and targets
- Develop the appropriate tools to measure performance

Example of KPIs	Example of measurement tool
Compliance with regulatory requirements	Inspection results from Appropriate Authority
Screeners' detection performance	TIP and/or covert tests
Screening time	Number of pax/hour
Resource utilization	Number of pax/m2

- Use of **data integration and analysis solutions** at the checkpoint and airport level
- **Service Level Agreements** with the different stakeholder

Example of Application



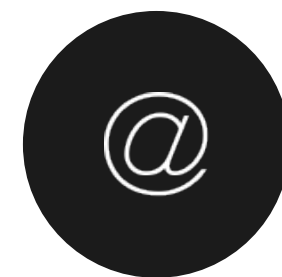


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