Session 1:
Key Influencers for an Effective Security Culture

Regional Workshop on Strengthening Security Culture: Operational Experience and Key Lessons Learned

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The Human Factor for a National Security Regime

A National Security Regime

❖ **All aspects of a national nuclear security regime involve the human factor.**

❖ **An effective national security regime** can be **established, developed, and managed only by capable and reliable humans.**

❖ **An effective physical protection system must sustain all facility activity lifetime.**

❖ **A positive human factor needs to be cultivated and maintained.**

Robust Security Culture
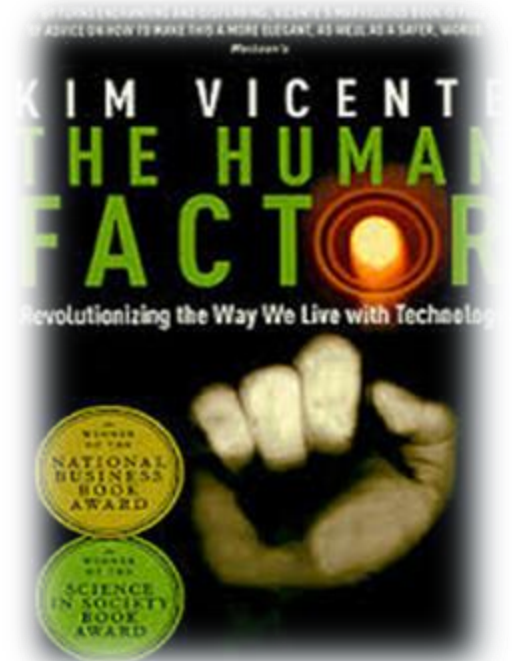
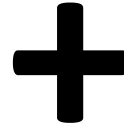# The Human Factor in a Nuclear Security Regime

- **Political commitment to nuclear security**
  - **Individuals** make decisions

- **Legal instruments**
  - **Individuals** establish the legal framework and develop legal instruments

- **Effective regulatory control & oversight**
  - **Individuals** set security requirements and regulations
  - **Individuals** administer regulatory control and oversight

- **Effective physical protection systems**
  - **Individuals** design, develop, operate, and maintain physical protection systems

- **Contingency plans and capabilities**
  - **Individuals** develop and implement the plans

Possible Sources for Security Degradation

Negative Human Factors
- Apathy
- Avoidance
- Complacency
- Carelessness
- Ignorance
- Malicious intent

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Weakness of
- Regulations
- Procedures
- Control
- Regulatory oversight

Degradation of Security During Lifetime

Negative Human Factor Indications

Attitudes & intentions leading to weak nuclear security

- I don't care

- Security? Not my business

- Our security system will work, nothing dangerous would happen

- I don't care details, as it wouldn't go wrong

- Why should we care about physical protection? We have excellent safety and radiation protection!
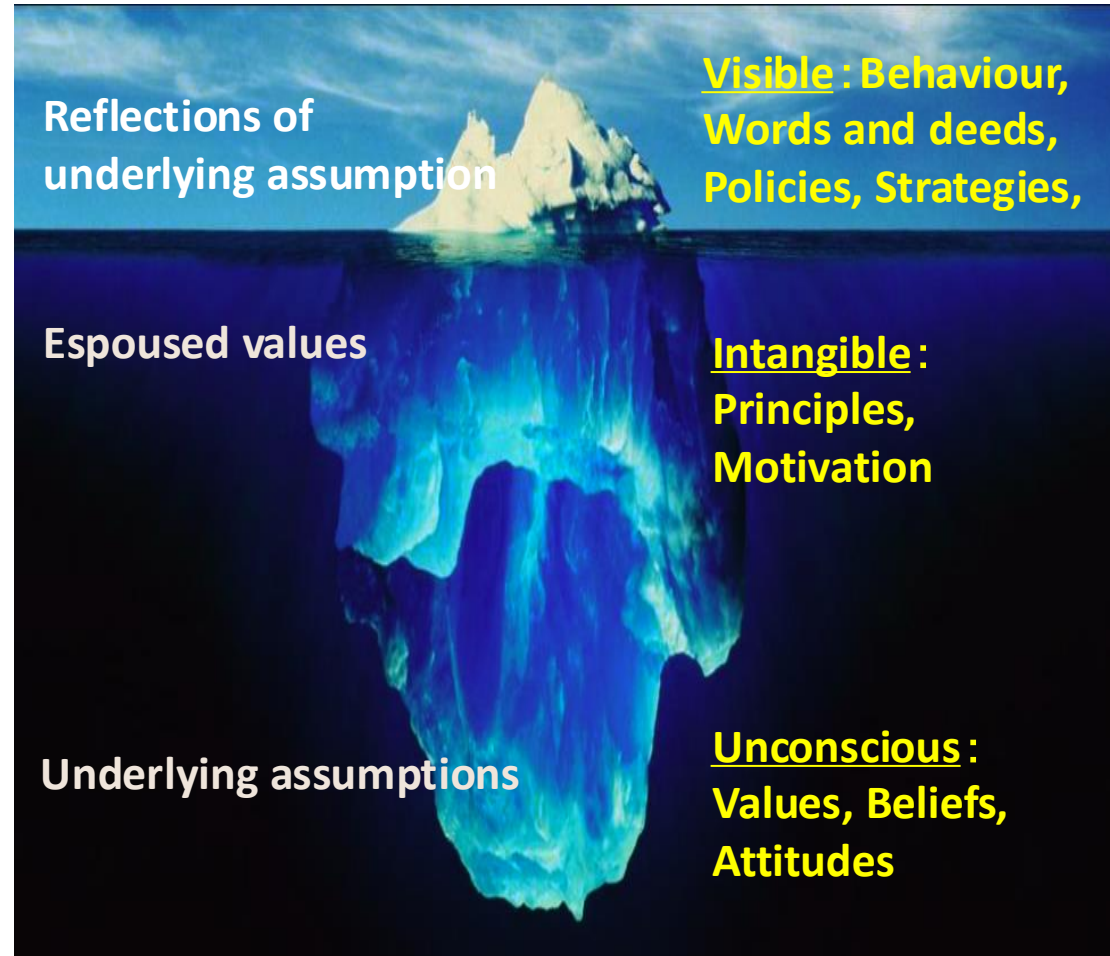
Human Factor Challenge: Responsibility

- There was an important job to be done and **Everybody** was sure that **Somebody** would do it.

- **Anybody** could have done it, but **Nobody** did it.

- **Somebody** got angry about that because it was **Everybody's** job.

- **Everybody** thought that **Anybody** could do it, but **Nobody** realized that **Everybody** wouldn't do it.

- It ended up that **Everybody** blamed **Somebody** when **Nobody did what Anybody** could have done.

Image of Organizational Culture

Culture is below the surface

- **Above the surface we find the visible aspects of culture: artifacts, people's actions, behaviours, language use, habits, etc.**

- **Below the surface we find: norms, values, beliefs, attitudes, fundamental assumptions of reality.**

Reflections of underlying assumption

Espoused values

Underlying assumptions

<u>Visible</u> : Behaviour, Words and deeds, Policies, Strategies,

<u>Intangible</u> : Principles, Motivation

<u>Unconscious</u> : Values, Beliefs, Attitudes

Beliefs, Attitudes, and Values

Beliefs

- *Credible threat exists.*

  What people believe (or perceive) to be true tends to drive their attitudes and behavior. A belief is an acceptance of and conviction in the truth, existence, or validity of something, including assumptions about what may constitute a threat and would be a successful response.

Attitudes

- *Nuclear security is important.*

- *Nuclear security is everybody's responsibility.*

  An attitude is a state of mind, or feeling, toward an object or subject. Importantly, attitudes (both positive and negative) affect people's choices and behaviors toward security, incident prevention, and mitigation.

Values

- *Leaders play an important role for fostering a strong security culture.*

  What management places importance on and what is considered "high priority" becomes valued in an organization. Key management values are usually visible at the site and often conspicuous. When workforce behavior becomes consistent with management's espoused values, then the organization has truly internalized those values.

Leadership Behaviour

※ **Leaders' behaviour is a reflection of their intentions and priorities, and their beliefs and attitudes.**

※ **Leaders' behaviour is constantly being observed by their subordinates, and it <u>has a significant impact on an individual's behaviour.</u>**

【**Security culture characteristics required for leaders**】
- **Expectations：Communicate clearly specific expectations for nuclear security**
- **Use of authority：Authority is clear and correctly exercised.**
- **Decision making：Leaders make quality decisions when needed.**
- **Management oversight**
- **Involvement of staff**
- **Effective communication**
- **Improving performance**
- **Motivation**

Personnel Behaviour: a) Professional Conduct

※ Include adherence to high standards of professionalism

【Indicators for Security Culture】

- **Everyone is familiar with the organization's Code of Professional Conduct and adheres to it.**

- **They take professional pride in their work.**

- **They help each other and treat each other with professional courtesy and respect.**

- **What else?**

Personnel Behaviour: b) Personal Accountability

※ **All employees know what they are responsible for and do it**

  – What to do

  – When to do it

  – What are the expected results

  – Do the work correctly, and if you can't
     report to your manager

【 Indicators for Security Culture 】

– **Staff understand how their work supports nuclear security.**

– **Meet their commitments, and report them if they cannot.**

– **Take responsibility for solving problems without shifting responsibility. If the problem is difficult to solve, consult with the manager and work together to find a solution.**

– **What else?**

Personal Behaviour: c) Adherence to procedures

※ **Regulations, rules and procedures are based on accumulated knowledge and experience.**

※ <u>**It is clear that following regulations, rules and procedures is important.**</u>

※ **Regulations, rules and procedures should be:**
– **Clear**
– **Up-to-date**
– **Ready-to-use**
– **Easy to use**

【Indicators for Security Culture】
– **All staff comply with regulations, rules and procedures, including information management**
– **Visible sanctions are in place to encourage compliance with regulations, rules and procedures**
– **What else?**

Personal Behaviour: d) Teamwork and Cooperation

※ **Teamwork is essential for a strong security culture.**

※ **Positive and professional relationships are most effective**

【Indicators for Security Culture】

- **Team contributions to nuclear security are recognized.**
- **Staff interact and support each other through openness and mutual trust.**
- **Teamwork is encouraged at all levels and across boundaries.**
- **What else?**

Personal Behaviour: e) Vigilance

※ **<u>Vigilance and observation are important.</u>**

※ **Imediate identification of vulnerabilities leads to proactive corrective action.**

【**Indicators for Security Culture**】

– **Staff notice and question unusual signs and events.**

– **Staff pay attention to detail.**

– **Staff think about the impact and significance of (an event or situation) on security and seek guidance if unsure.**

– **Appropriate questioning attitudes are encouraged**

– **What else?**

It is **Human Will** that determines the effectiveness of nuclear security!

"The thickness of a wall is less important than the will to defend it"

- Thucydides, Greek historian from the 5th Century B.C.