AVIATION SECURITY MANAGEMENT SYSTEMS : A PRACTICAL GUIDE

(5 DAYS)

24th - 28th Jan 2016 - Dubai, UAE
15th - 19th Feb.2016 - Kuala Lumpur, Malaysia
20th - 24th March 2016 - Doha, Qatar
25th - 29th April 2016 - Dar es Salaam, Tanzania
15th - 19th May 2016 - Dubai, UAE
5th - 9th Sept. 2016 - London
19th - 23rd Sept. 2016 - Kuala Lumpur, Malaysia
9th - 13th Oct. 2016 - Doha, Qatar
13th - 17th Nov. 2016 - Abu Dhabi, UAE

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John Wood is one of the leaders in Security Management Systems (SeMS) research and development, acknowledged internationally for his expertise in the field. He was the Strategy Manager for Aviation Security at the UK Civil Aviation Authority (CAA), responsible for developing the short and long-term strategies, methods and tools. He:

- Led on the design of the future regulatory strategy, engaging with industry, government and international authorities to gain support and agreement, and drafting Chapter 6 of the UK CAA’s strategic plan in which the CAA committed to that strategy
- Worked with the UK government as the CAA’s designer and author of the Security Management Systems (SeMS) Framework (CAA publication CAP 1223) and related publications (CAP 1224, CAP 1273)
- Assisted two airports and an airline in the UK to develop Security Management Systems aligned to the SeMS Framework, and designed the CAA’s approach to rolling out SeMS to further organisations
- Delivered knowledge transfer workshops and coaching for colleagues in the CAA

The SeMS Framework is becoming recognized as “required reading” for the aviation security community. It was well received when it was published in Parliament and launched in industry, with comments such as “Amazed how succinct, clear and concise it is” and “The first practical exposition of previously theoretical material”. ICAO has since used the Framework as the basis of guidance material for the Aviation Security Manual. John has since founded SeMSnet to help industry and authorities worldwide to become self-sufficient in designing and implementing SeMS. SeMSnet promotes and supports the adoption of SeMS internationally and feeds consensus views on security management back to the authorities. This work has been endorsed by security professionals from all over the world.

John was previously responsible for the CAA’s Strategic Review of Safety Regulation. He conceived the overall approach to the programme, engaging stakeholders in this approach which drove the Better Regulation agenda, prompting new ways of thinking, and contributing analysis, design and innovation in pioneering new approaches to risk-based regulation. This successfully laid the foundations for the Performance Based Regulation programme which is now the cornerstone of the CAA’s approach to regulation, and is behind the SeMS thinking.

Previously John was Chief Operating Officer of a legal process outsourcing and systems company, and IT manager in two US Wall Street banks. He has also given public training on a wide variety of management, IT and quality management subjects.

**Key Areas of Expertise**

John has a track record of embedding organisation, process and system change across organisations to enhance delivery of strategic service and regulatory objectives. He is skilled in reviewing and developing strategy; analysing performance and delivering improvement, leading and coaching managers and staff to embed new ways of working and drive performance improvements; and he quickly engenders trust in his abilities, making stakeholders feel comfortable seeking advice.

- Security, Compliance and Contract Management systems
- Development of strategy, new ways of working, processes and systems
- Innovation and practical solutions to strategic and operational challenges
- Establishing new functions/organisations
- Training, mentoring and coaching
- Relationship management and engaging stakeholders
- Presentation and communication skills, at all levels
- Managing projects and programmes to successful delivery

**Qualifications**

- Prince2
- Managing Successful Programmes (MSP)
- Management of Risk
- ISO 9001 auditor
- Oxford University - Scholarship and Masters degree with Honours in Theoretical Physics

**Testimonials**

“John’s advice and guidance has been of tremendous benefit to us as we further develop our Security Management System. He has the ability to simplify complexity and facilitate positive change. John is pragmatic in his approach and will be an asset to any organisation seeking to create or develop a Security Management System.”

“John’s guidance and support in helping me develop a Security Management System at the airport was invaluable and enabled me to lead the project and develop our role as a pathfinder to the industry. His advice was always practical and he very quickly grasped the issues experienced by me when developing our SeMS. It is rare to get a regulators’ viewpoint which goes into the required level of detail and gives more than purely theoretical advice. I particularly found the working sessions we had useful and we were able to find solutions to the specific issue at the time. This saved me significant time subsequently so I could quickly return to the day job.”

“John is a visionary, a problem solver and has a great capability to convert the vision and deliver a practical workable solution. He used all of these skills on a major change programme working alongside the stakeholders and delivering through leadership and mentoring. On a personal level I find him absolutely reliable to deliver on time and works with a high level of integrity in all he does.”

“John has an in depth understanding of organizational design and process improvement. He does this keeping the human factor in the back of his mind. He has the ability to ask the right questions and carefully analyse the responses. John is able to get quickly to the core of the issue and recommend an achievable improvement plan. He was a strong soundboard for the leadership team and injected a fresh external view. His experience and network helped me to mitigate the risks. Do you need real commitment and insight? Talk to John.”

“John Wood and his associates have carried out various consultancy assignments for me over a period of more than 5 years. I have always found John to be a consummate professional in his approach to work, and of course he brings to bear his extensive experience in the field. His associates are equally well suited to their roles, and all have devoted energy, time and personal commitment beyond the contractual requirements. I recommend them wholeheartedly to other clients.”
BUSINESS CASE:
Why you should attend
Security Management Systems (SeMS) are growing in importance internationally: ICAO has now included SeMS in the Aviation Security Manual guidance material, and it is clear that all aviation organisations need to know about SeMS. The ICAO guidance material, like the UK SeMS Framework on which it is based, can only go so far, and in this course the UK CAA’s author of the SeMS Framework shows how to build a really effective SeMS.

The concept of SeMS seems to have gained a mystique with secrets known only to those on the inside. Everyone has heard of a SeMS but no-one seems to know exactly what it is. Yet a SeMS need not be mysterious and can be of immense value to any organization.

With a SeMS, the Security Manager goes from villain to hero. No longer just a sink into which money has to be poured, Security becomes a positive asset actively managed by the board through the Security Manager. Security exposure is reduced and the number of actual incidents is understood and under control.

According to the UK government:
“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.”

But with little shared practical experience to draw on, other help is needed – and this course provides that help. The course:
- strips away the apparent mystery to explain SeMS fully in simple practical language
- describes all the elements needed in a SeMS and how to establish them
- shows how to build on existing processes, systems and training
- explains how to establish the right organizational culture that really enables the organisation to exploit its SeMS assets to the full

Full of practical examples, this course leads delegates through the challenges and pitfalls. At the end of the course delegates will have:
- gained a full understanding of the principles and components of a SeMS and how they deliver corporate assurance
- worked through numerous case studies and practical exercises to build expertise and experience
- created a workbook ready to launch their own SeMS project
- qualified for a Certificate of Attendance

Who should attend
This course is for anybody needing to know how to build a really effective SeMS. It is designed for Senior Managers, Managers and staff with a security responsibility in the Aviation industry, including airports, airlines, cargo operators, in-flight suppliers, aviation authorities and law-enforcement agencies.
- Security managers
- Security staff
- Operational, Duty and Shift managers of operational activities where security is an important element

Primarily intended for those in organisations considering or implementing Security Management Systems, this course is also a valuable source of knowledge to inform the strategy of organisations that have not yet started on that journey.

Organisations that have not decided on a formal Security Management System may also find it useful to measure up their security arrangements against the best practice presented throughout the course.

PROGRAMME DETAILS

DAY 1: INTRODUCTION AND THE FRAMEWORK

1: Introduction
Welcome to this intensive and highly interactive course. The introduction lays out the structure of the course and the approach we will be taking to make the course enjoyable as well as educational.
- Welcome
- Structure of the course
- Using the course material to build your SeMS
- Exercise/Case study: Reason for attending - what do you want to gain from this case?

2: The Easy Way to think of SeMS
There is no mystery about SeMS. It’s systematic, organised and methodical. But it brings new ideas and language to traditional security methods and this can appear to be a secret reserved only for the special few who already understand it.

We start this course with an overview to de-mistify SeMS and show how it can be broken down into easily-understood topics.
- What is a SeMS, its purpose and benefits?
- Corporate assurance: why Compliance is not enough
- Overview of the whole SeMS Framework

2.1 Understanding the UK SeMS Framework
The UK SeMS Framework developed jointly by the government and the UK CAA has been very well received by the UK aviation industry and by international authorities.

It is widely recognised as a good, general model laying down the fundamental principles and components. This review of the SeMS Framework is the starting point for the course.
- The structure of the SeMS Framework
- Definitions and specialized terminology
- Principles and themes
- Components
- Exercise/Case study: Which aspects of SeMS seem to be most beneficial to your organization?

2.2 The value of the SeMS Framework as a guide
The SeMS Framework was developed in consultation with UK industry. But the UK industry has a particular structure balancing industry, regulator and law-enforcement authorities. Does it apply outside the UK and in different structures?
- Who is the SeMS Framework designed for?
- Which aviation sectors?
- Does it work for small organisations?
- Exercise/Case study: using the Framework in your own organisation

2.3: The SeMS Project
Putting the SeMS in place requires a project: it requires resources for a fixed time doing tasks that are not part of the operation. There are many textbooks and methodologies on project management but what is needed here is a practical approach to de-risking the project and ensuring its success.
- Practical Project Management and Governance
- Making the case for a SeMS
- Scoping the project
- Exercise/Case study: Setting up the project workbook
DAY 2: CULTURE AND ACCOUNTABILITY

3: Culture & Accountability

One of the most fundamental aspects of SeMS is the culture it both requires and generates. This is the biggest advance SeMS brings to the compliance-oriented procedural security currently in place. And it is an addition because there is still a need for procedure and compliance, but with the right culture and leadership, that addition is not costly or time-consuming.

- What is Culture and why is it important?
- Ownership and Leadership

3.1: Management Commitment

Like other management systems, unless the top management is committed to it, the SeMS will not be sustainable. Managers can provide practical leadership by explaining what they want, but if they also do it with conviction and passion, they will start to build the future SeMS culture. The workforce will pick up on the clues management give about their commitment and there are several things they can do to make that commitment crystal clear.

- Practical leadership
- How to provide cultural leadership
- The need for an Accountable Manager
- The Security policy
- Exercise/Case study: think of a great leader in your organisation and two things that make him or her so effective
- Exercise/Case study: Review an example Security Policy and draft your own 3 key clauses

3.2: Accountability and responsibilities

In this session we start to get into the specifics of SeMS components. If management is indeed committed to SeMS, processes or systems are needed to ensure the SeMS does what it should. Governance, together with defined accountability and responsibilities, will already be in place for financial and other aspects of the business: SeMS should not be treated any differently. What SeMS may do, though, is lead to an improvement in the governance of all aspects of the business by stimulating a higher degree of rigour and efficiency.

- How governance should work
- Clearly defined accountability & responsibilities
- Exercise/Case study: Draft Accountable Manager role description

3.3: Training and education

Security training is usually one of the best-managed aspects of security. This is the biggest advance SeMS brings to the compliance-oriented procedural security currently in place. And it is an addition because there is still a need for procedure and compliance, but with the right culture and leadership, that addition is not costly or time-consuming.

- Developing a Training Needs Analysis and Training Plan
- Exercise/Case study: Who needs to be trained in which SeMS topic? (and why, how, when and where?)

3.4: Communication

Communication is the fourth and last component of the Culture and Accountability section of SeMS. Like Leadership, there is practical communication (for example: risks/ performance/ incidents) and cultural communication (for example: messages underlying the security policy/ why we are doing SeMS/ what management thinks of progress).

- The purpose of SeMS communications
- Who should communicate what?
- Exercise/Case study: Start the communications plan

DAY 3: THE SUPPORTING ENVIRONMENT

4: The SeMS Foundations

We now turn to the enablers — the four components that provide SeMS with a solid foundation. Through these sessions, we will see that much of the supporting environment is not new. The concepts are understood and in many cases the processes are in place, which should make this aspect of SeMS easier to implement, and also allow SeMS to benefit those processes by instilling more rigour.

- What is “the supporting environment”?
- Why none of this is new (but why it’s a part of the SeMS)

4.1: Resources

Security depends on sufficient resources of the right kind. But what are they? What is “sufficient”? How do we know if they are the right resources? Are they working effectively?

- Identifying the necessary resources
- Resources — the right quantity and quality
- Assessing their effectiveness
- Exercise/Case study: what types of resources do you use?

4.2: Incident Response

Almost all security operations have an incident response process or system already. It may not be formal or well documented but incidents arise and are handled. This session outlines the incident response process and looks at how SeMS makes use of it.

- A typical incident response process
- Preventing incidents from compromising security — unintended consequences
- Learning from incidents
- The significance of low-profile incidents
- Exercise/Case study: what existing processes and systems do you have for Incident Response?

4.3: Managing change

The SeMS does not work in a vacuum. It interacts with operational people, processes and technology all of which change, in some organisations very frequently. Will the SeMS still work after a change? Will there be unintended consequences and what can be done to pre-empt them? This session examines one of the easiest SeMS components to understand but one of the hardest to implement.

- Preventing changes from compromising security
- Identifying changes — and the cultural challenge
- Exercise/Case study: what existing processes and systems do you have for Managing change?

4.4: Continuous improvement

We saw in the previous session that nothing stands still. The only constant is change and if we do nothing our perfect SeMS will gradually decay. New risks, changes to resources or regulations, and changes in the operating environment will each be handled individually but their cumulative effect must also be considered. This session discusses Continuous improvement in terms of a holistic approach to keeping SeMS on top form.

- Why “How can we go on improving security infinitely?” is the wrong question
- The changing cost/benefit balance
- The importance of continuous improvement efforts
- Exercise/Case study: from the last four sessions, what can you add to the business case for SeMS?
DAY 4: CORPORATE ASSURANCE

5: Corporate Assurance
Now that the enablers are understood, the next three sessions discuss the core purpose of the SeMS...delivering Corporate Assurance so the top management can have confidence that security risks are under control and the arrangements are being performed well.

- What Corporate Assurance really means
- Corporate assurance, SeMS and other management systems
- Exercise/Case study: Review your draft Security Policy

5.1: Risk assurance
All security activity is risk-based since we do not have unlimited resources and have to prioritise our work. But are those risks properly understood at the right level of the organization and are the right decisions being made? This session shows how SeMS brings rigor and consistency to the risk-based approach, so that the top management can have assurance that security risks are being appropriately managed.

- Decision-making and governance of risk
- Risk methodologies – the common themes
- How to ensure consistent and unrelenting attention to threat and risk
- Exercise/Case study: Draw the ideal risk governance structure

5.2: Performance assurance
Having determined what security processes to operate, including mitigations for the risks it has identified, the organization needs to know how effectively it is carrying out those processes and mitigating the risks. To do that Performance assurance has to fulfill different managers’ different information needs.

- Performance Indicators, Leading Indicators and Management Information
- Measuring human factor and other intangible dimensions of performance
- Corrective and preventive actions
- Ensuring the data is reliable
- Exercise/Case study: Identify 3 key areas of security performance, state why they are key and propose how to measure them

5.3 Effective Security Culture
The SeMS framework puts culture at its centre, yet there is no chapter covering culture.

That is because culture cannot be manufactured. It develops as a result of the other SeMS components. One of the benefits of treating SeMS as a unified system is that all the components then pull in the same direction. Most organisations have many of the SeMS components but if they are not harmonised by alignment to SeMS principles, there is a risk that many different and confusing culture messages will be transmitted to the staff.

- How culture change happens
- The SeMS wheel
- How the SeMS drives and harmonises the culture
- Assessing the culture
- Exercise/Case study: From the SeMS wheel, take 3 spokes and say how your organization could use them to develop an effective security culture

DAY 5: THE PROJECT – PUTTING IT ALL TOGETHER

6: The SeMS project overview: putting it all together
Putting the SeMS in place requires a project; it requires resources for a fixed time doing tasks that are not part of the operation. There are many textbooks and methodologies on project management but what is needed here is a practical approach to de-risking the project and ensuring its success.

6.1: Practical Project Management and Governance
Before rushing ahead with the project it is important to set up a lean but effective governance system. This includes knowing who the stakeholders are, understanding their expectations and giving them the decision-making apparatus.

- Exception or Risk-based governance
- Managing Stakeholders – making sure all decision makers and influencers are with you
- The project constitution
- Exercise/Case study: Design the governance arrangements

6.2: Planning the approach
To plan the project needs a good understanding of the SeMS journey and decisions on the best approach to take. It also requires an accurate picture of the starting point. This session addresses those issues and leads up to an outline of the project plan.

- Planning the SeMS journey
- Structuring the project and governance
- Gap Analysis – assessing the starting point
- The Project Mandate
- Exercise/Case study: Complete the Gap Analysis and draft the outline project plan

7: Round Up

7.1: Recap on the week
This session reviews what the week has covered.

- Exercise: What questions do you have for the Q&A clinic?

7.2: Q&A Clinic
This Question and Answer session revisits any topics from the previous sessions and allows time for plenary discussions. At the end of this session, delegates should have cleared up any gaps in their understanding, and have completed the Security Policy, business case and outline project plan to their own satisfaction.

- Self-study time allowed to complete previous exercises

7.3: Next steps
The hardest part of the SeMS project is starting it. But the longest journey starts with the first step and this session builds on the outline project plan which delegates drafted in the previous session. It guides delegates to identify their first few steps, together with sources of help from within their organisations and outside. Finally, it equips them to drive the project forward in their organisations, whether as project manager, accountable manager or stakeholder.

- Clinic: revisits any topics from previous sessions
- Sources of help
- Exercise/Case study: 3 things to start immediately that will kick off the SeMS project
**BOOKING FORM**

**AVIATION SECURITY MANAGEMENT SYSTEMS: A PRACTICAL GUIDE**

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<th>Tick</th>
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<td>24th - 28th Jan 2016</td>
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**Delegate’s Details**

Full name: .............................................................................................................

Position: ..................................................................................................................

Company/Organisation: ...........................................................................................

Address: ..................................................................................................................

Post Code: ..................................... Country: .....................................................

Tel: ....................................................................................................................... Fax: ..................................................................................................................

E-mail: ...................................................................................................................

Authorized Signature: ..........................................................................................

Order Date: .........................................................................................................

Specify dietary requirement if any: .......................................................................

The fee will be paid on acceptance of this application and in advance of the programme.

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Position: ..................................................................................................................

Company/Organisation: ...........................................................................................

Address: ..................................................................................................................

Post code: ..................................... Country: .....................................................

Tel: ....................................................................................................................... Fax: ..................................................................................................................

Email: ...................................................................................................................

**To Book**

**Programme schedule:**

- **08:30** Registration & coffee
- **09:00** 1st Session
- **11:00** Refreshment break
- **11:15** 2nd Session
- **13:00** Lunch
- **14:00** 3rd Session
- **16:00** Finish

**Programme venue:** to be advised.

**ACCOMMODATION**

Please contact the hotels directly or book on-line.

**VISA**

Visa is required. Check the status of your country regarding visa.

**Terms of Business**

Management Training & Consultancy Limited reserves the right to refuse admission if payment is not received. Payments have to be made before the programme takes place. All bookings will be acknowledged with a receipt and joining instructions. MTC Ltd. reserves the right to cancel the programme if there are insufficient delegates and full refund will be made to the delegates.

**Cancellation**

Where the request is received in writing:

a. More than eight weeks before the first day of the programme - 50% of the fee will be charged

b. Eight weeks before the first day of the programme - 60% of the fee will be charged

c. Six weeks before the first day of the programme - 75% of the fee will be charged

d. Four weeks before the first day of the programme - 100% of the fee will be charged where delegates do not report for the programme on which a confirmation has been placed.

**Substitutes & Transfers**

If unable to attend, you may send a substitute. Changes in seminar content, speakers, timing and location may be made for reasons outside of our control.