INSIDER THREAT
MITIGATION

# FG Security Culture

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# Main goal of IWG

The Advancing INFCIRC/908 "Mitigating Insider Threats" International Working Group (IWG) has been established to:

- to facilitate cooperation and sustained engagement on insider threat mitigation measures for nuclear and radiological facilities, organizations, and regulating bodies.

- identify emerging trends that may require more focused attention

- provide a unique forum to share best practices and other resources to advance the global state of insider threat mitigation for nuclear and other radioactive materials security.

# Questionnaire on Security Culture

## Understanding Security Culture

An effective nuclear security regime includes a range of elements and activities including, but not limited to, legislation and regulation, threat assessment, administrative measures, physical protection and response strategies, and a robust security culture.

The Advancing INFCIRC/908 Focus Group on Security Culture seeks your input to better understand security culture and its impact on mitigation of insider threats. Insights gained from this survey will advance current knowledge and understanding of security culture, how it is established, maintained, and can be improved to mitigate insider threats in nuclear and other radioactive materials facilities.

This survey was built using SurveyMonkey and has been configured to ensure respondent privacy and security. The platform is GDPR-compliant and ISO27001 certified. Your feedback is crucial to identify challenges and opportunities in insider threat mitigation. Any data collected from this survey will be used consistent with those purposes. Aggregated survey data may be used in presentations or publications. No personally identifiable or organizational information will be shared.

We request your survey response by **28 February 2023**. Completion of the survey is estimated at 8 minutes.

0 of 21 answered

Goal of the survey
- Overview of existing definitions, attributes and guidance
- Establishing common understanding, themes
- Sharing good practices for security culture
- Basis to:
    - Research Positive and negative attributes
    - Identify common challenges

Actions
- Survey has been sent to SC members
- Results were analysed

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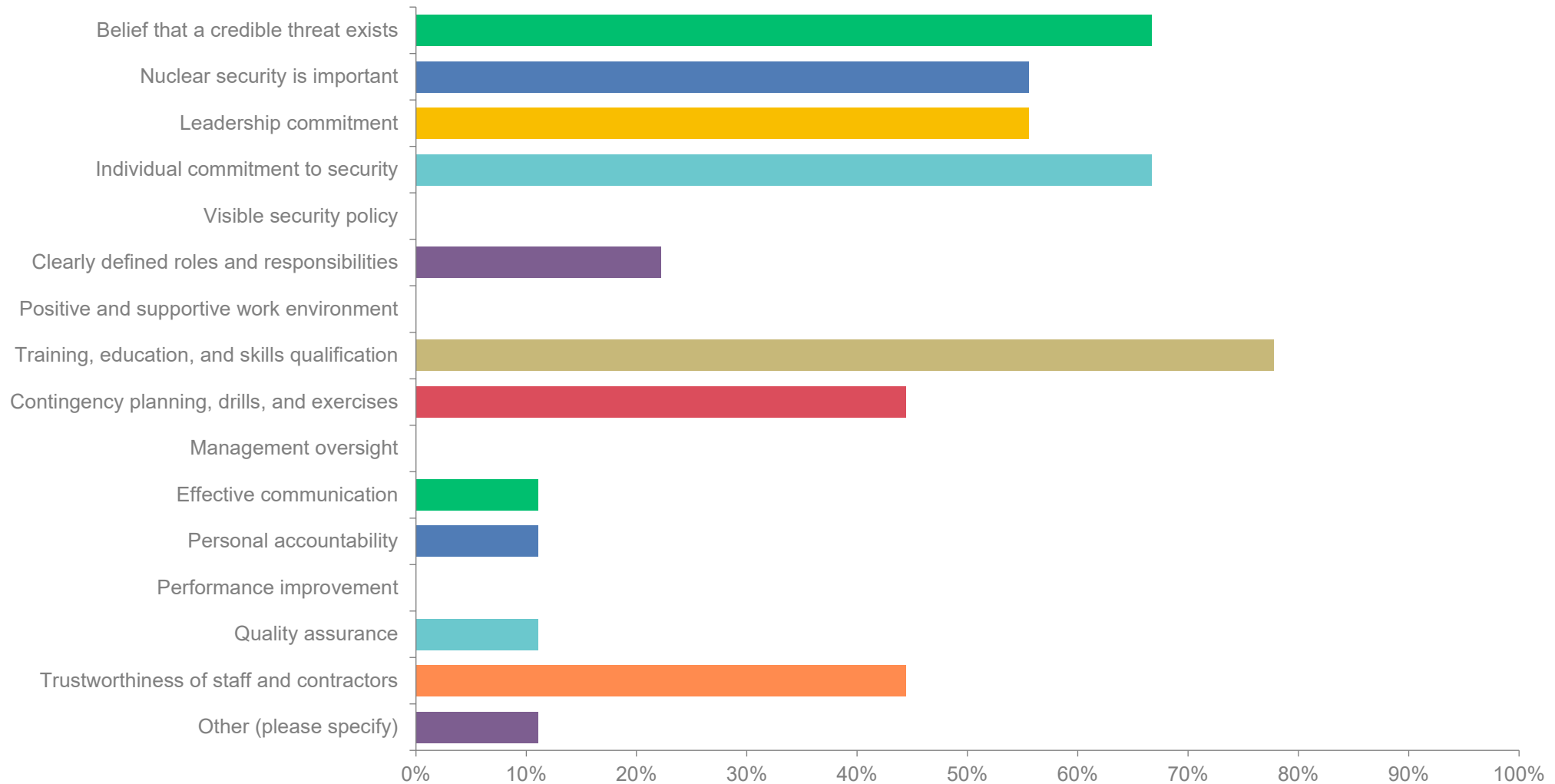
# Survey consists 21 questions (examples)

Q2: Does your State have a nuclear security regulation?

Q3: Does your State's nuclear security regulation define "nuclear security culture?

Q6: The following characteristics of "effective nuclear security culture" are published in IAEA Nuclear Security Series No. 7, Nuclear Security Culture. Which characteristics are contained within your State?

Q10: Does the State require or suggest security culture assessments for organizations licensed or authorized to use, store or transport nuclear and other radioactive material?

# Q7: Based on your State's DBT or national threat assessment, which of the following characteristics of "effective security culture" are the most important to mitigate threat? Select a maximum of five.



| Characteristic | Value |
|---|---|
| Belief that a credible threat exists | ~66% |
| Nuclear security is important | ~55% |
| Leadership commitment | ~55% |
| Individual commitment to security | ~66% |
| Visible security policy | 0% |
| Clearly defined roles and responsibilities | ~22% |
| Positive and supportive work environment | 0% |
| Training, education, and skills qualification | ~77% |
| Contingency planning, drills, and exercises | ~44% |
| Management oversight | 0% |
| Effective communication | ~11% |
| Personal accountability | ~11% |
| Performance improvement | 0% |
| Quality assurance | ~11% |
| Trustworthiness of staff and contractors | ~44% |
| Other (please specify) | ~11% |

# Q7: Based on your State's DBT or national threat assessment, which of the following characteristics of "effective security culture" are the most important to mitigate threat? Select a maximum of five.

| ANSWER CHOICES | RESPONSES |
|---|---|
| Belief that a credible threat exists | 66.67% |
| Nuclear security is important | 55.56% |
| Leadership commitment | 55.56% |
| Individual commitment to security | 66.67% |
| Visible security policy | 0% |
| Clearly defined roles and responsibilities | 22.22% |
| Positive and supportive work environment | 0% |
| Training, education, and skills qualification | 77.78% |

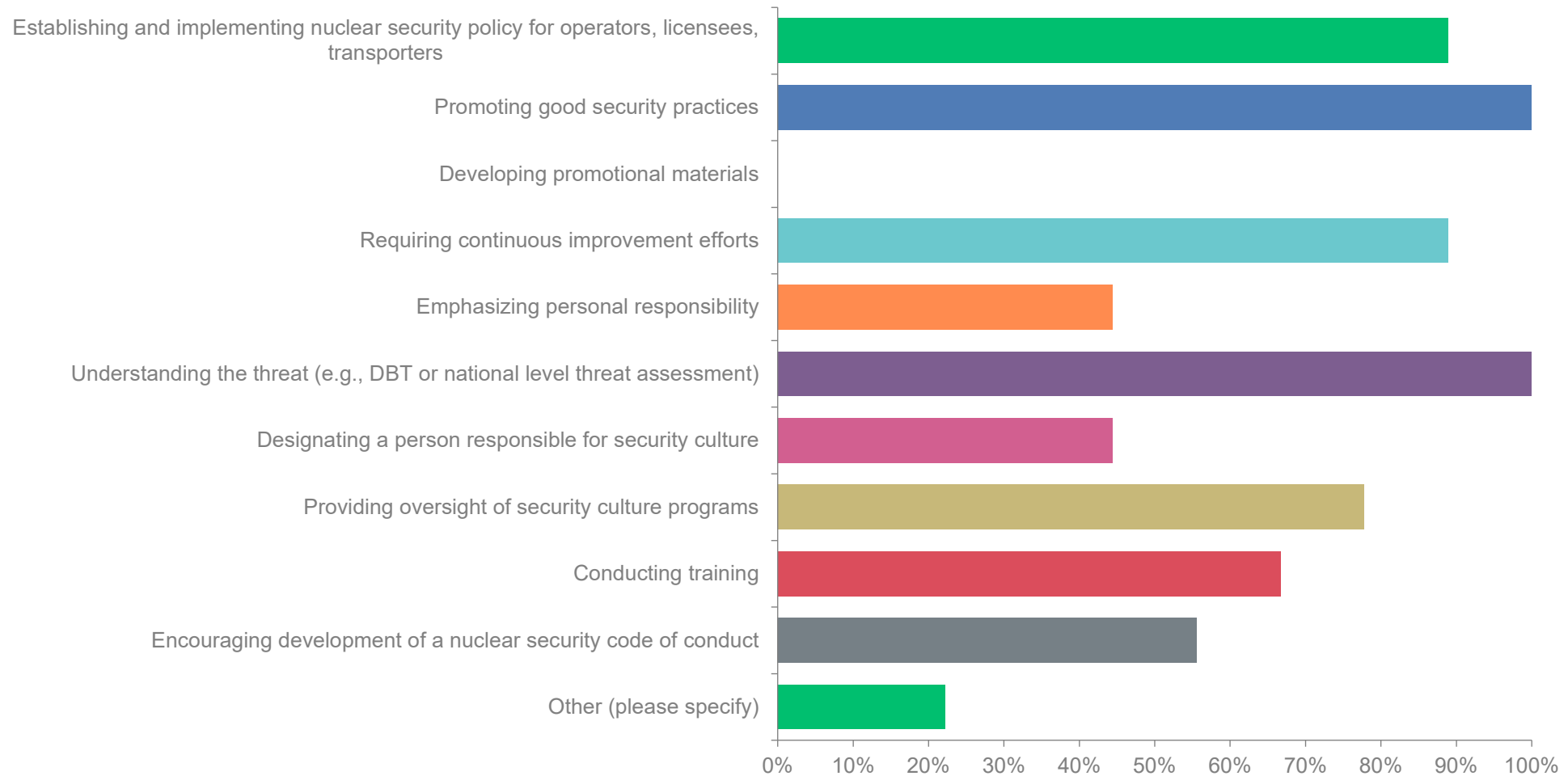| ANSWER CHOICES | RESPONSES |
|---|---|
| Contingency planning, drills, and exercises | 44.44% |
| Management oversight | 0% |
| Effective communication | 11.11% |
| Personal accountability | 11.11% |
| Performance improvement | 0% |
| Quality assurance | 11.11% |
| Trustworthiness of staff and contractors | 44.44% |
| Other (please specify) | 11.11% |

There was one "other" response:

1. "Assessment and improvement; Implementing physical security, information security (incl. computer security), safety and safeguards in a risk-informed, balanced manner"

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# Q8: From the list below, identify the State-level requirements and/or guidelines which directly influence nuclear security culture. Select all that apply.

| ANSWER CHOICES | RESPONSES |
|---|---|
| Establishing and implementing nuclear security policy for operators, licensees, transporters | 88.89% |
| Promoting good security practices | 100% |
| Developing promotional materials | 0% |
| Requiring continuous improvement efforts | 88.89% |
| Emphasizing personal responsibility | 44.44% |
| Understanding the threat (e.g., DBT or national level threat assessment) | 100% |
| Designating a person responsible for security culture | 44.44% |
| Providing oversight of security culture programs | 77.78% |
| Conducting training | 66.67% |
| Encouraging development of a nuclear security code of conduct | 55.56% |
| Other (please specify) | 22.22% |

There were two "other" responses:

1. "I answer the question only for the regulatory framework of physical protection (PP) of nuclear material. In addition to the implementation of measures to protect against the DBT or threat assessment, the licensees are required to implement PDCA (Plan, Do, Check, Act) cycle through the conduct of education and training and Corrective Action Plans (CAPs). In view of this, I checked the relevant items above except for the one for "code of conduct".    · "Encouraging the development of a nuclear security code of conduct" was checked because it is not a regulatory requirement but is recommended."

2. "Expertise in organizational culture."

# Findings

- **Nuclear security culture is referred in the regulations in case of all the 9 countries but only 5 is defined the term "security culture". Only 1 national regulation is referring to NSS 7.**

- **Q7: Based on your State's DBT or national threat assessment, which of the following characteristics of "effective security culture" are the most important to mitigate threat?**

Based on the answers from security culture point of view "educations/trainings" are the most preferred tool (77%) for combating threat. Following answers were not chosen:

- Visible security policy
- Positive and supportive work environment
- Management oversight
- Performance improvement

- **Q10: Does the State require or suggest security culture assessments for organizations licensed or authorized to use, store or transport nuclear and other radioactive material?**

    In 5 answers assessment is not required by the regulatory body.

# Conclusions

- National regulations on nuclear security culture shows large variety from the definition to nuclear security culture to the assessment of its implementation on operator's level.

- Next step is to slightly modify some of the questions and extend the survey to all INFCIRC/908 subscribers

- The survey will give a snapshot to the INFCIRC908 IWG to have a better understanding on the actual situation of nuclear security culture implementation in states, which are feeling this part of the whole nuclear security regime especially important.