# Assessing and Enhancing the Security Culture of an Organisation
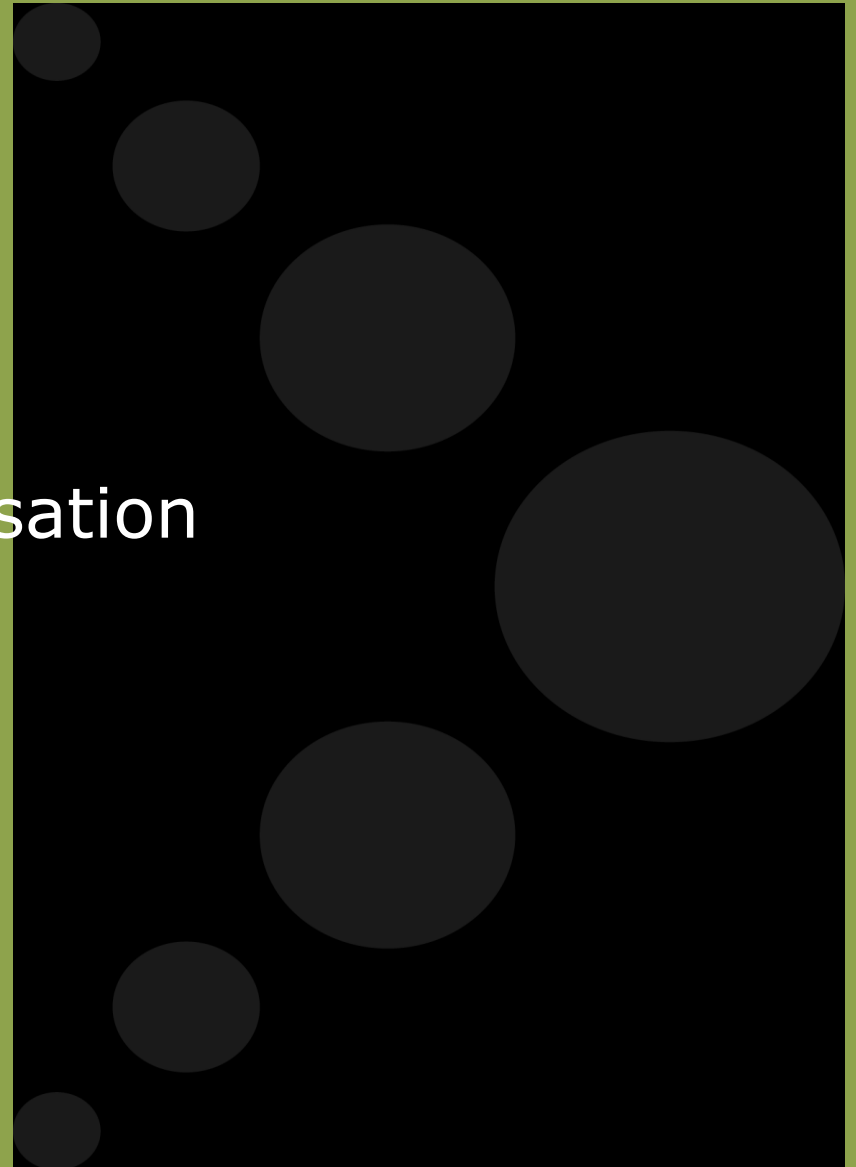
Jeremy Davison
Alex Gregory
Robert Rodger
Kevin Thompson
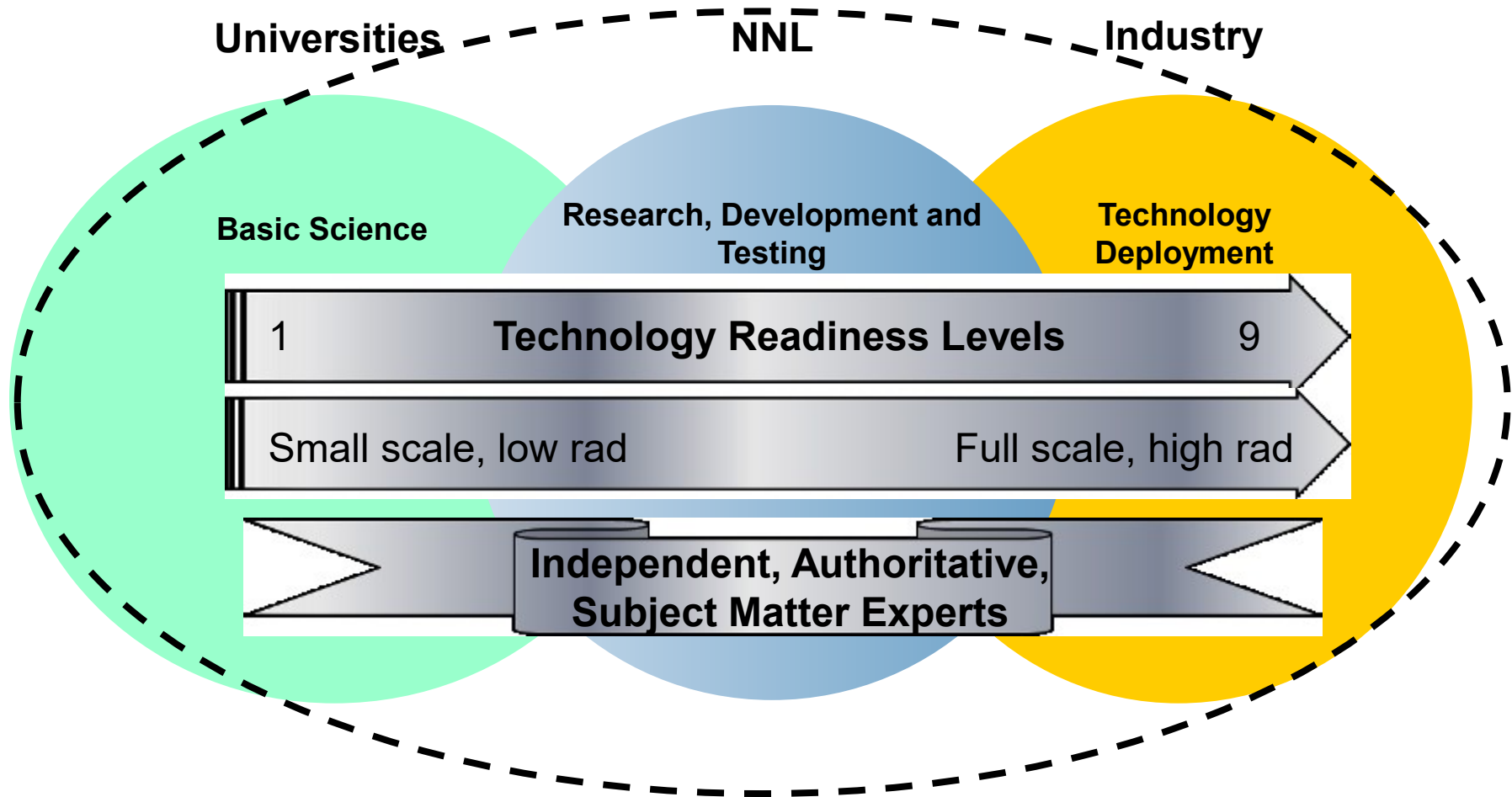Mark Edmiston

# Nuclear Security Leadership & Culture

- Why is it important to National Nuclear Laboratory (NNL)?
- What do we do?
- What is the culture journey that we are on?
- How have we implemented enhanced leadership & culture?
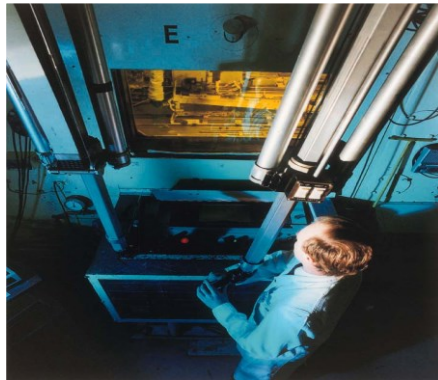
NNL's mandate is focused on three distinct roles

UK Technical Advisor

Commercial Business

National Strategic Technical Work

# Laboratory Management

- Active Laboratories and Rig Halls
- HA Cells
- Alpha Development Laboratories

- Non Active Laboratories
- Engineering Development
- Modelling and Simulation
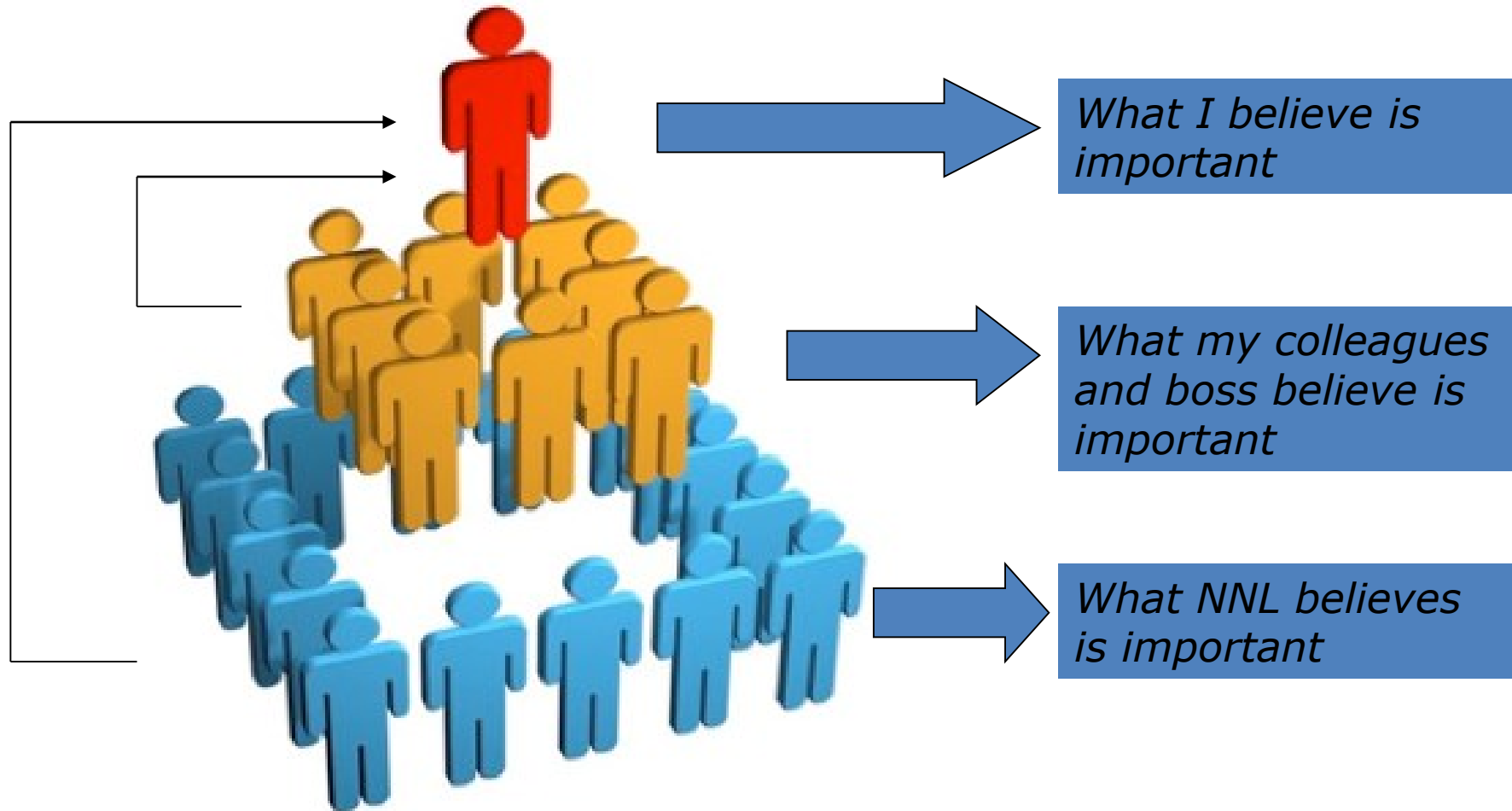
# Security Culture Background

The importance of nuclear security culture is highlighted in many authoritative sources including;

IAEA Nuclear Security Series No. 7 (NSS7)

The Office for Nuclear Regulation's Security Assessment Principles – Fundamental Security Principle 2

# Changing Behaviours

*What I believe is important*

*What my colleagues and boss believe is important*

*What NNL believes is important*

*Attitude + Behaviour = Culture*

## Why Values and Behaviours are key to success



**D. Tosti and S. Jackson 1994**

# Cultural Ingredients
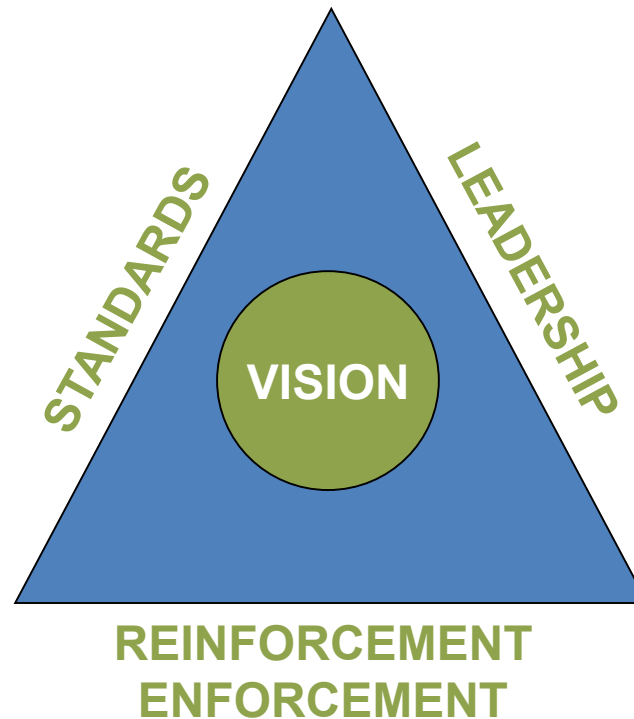
Is it clear how we want people to work / behave?

Do people understand those standards?

Do we have systems and processes that support the standards?

**STANDARDS**

**LEADERSHIP**

**VISION**

**REINFORCEMENT ENFORCEMENT**

Leaders are very influential – What they value influences the behaviour of their staff

What messages are leaders sending out about what is important to them?

Do they walk the talk?

Behaviours shaped by consequences – positive and negative.

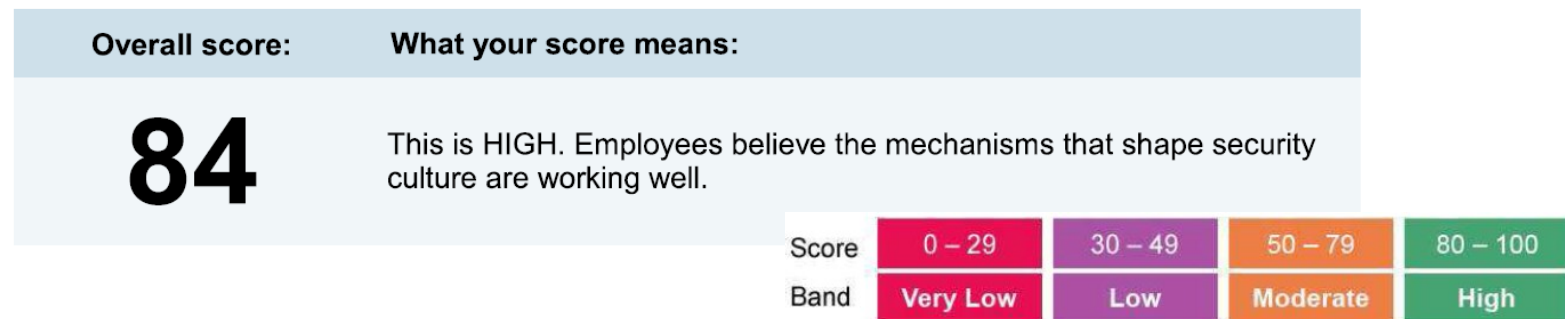How do we check standards upheld? What do we do when they are not?

# Implementation

- Nuclear Security Committee – Security Forum
- ISO27001 drives a risk based approach
- Use of CPNI Campaign Material / External Briefing
- Accountability Process
- Enforcement – Security Training / Access
- Clear Desk Policy
- Operating Experience Feedback ('learning')
- Themes of the Week
- Other surveys to provide local or interim measure

# CPNI Culture Survey

NNL carried out CPNI's Security Culture survey in 2013 and received an average overall score of 62 (MODERATE) for the employee survey

Repeated in 2017 and got a score of 84 (HIGH)

## Your Overall Employee Survey Score

The responses to all 64 Employee Survey questions have been collated to create an overall Employee Survey Score. The score is provided on a scale of 0-100. The higher the score, the more your employees believe the mechanisms that shape security culture are operating satisfactorily.

| Overall score: | What your score means: |
|---|---|
| **84** | This is HIGH. Employees believe the mechanisms that shape security culture are working well. |

| Score | 0 – 29 | 30 – 49 | 50 – 79 | 80 – 100 |
|---|---|---|---|---|
| Band | Very Low | Low | Moderate | High |

# Conclusion

- Security Culture is a key part of Security Strategy

- NNL's activities appear to be positively affecting our security culture

- We still have more work to do, and can't afford to be complacent

- The link between Security Culture and Security Performance needs further work

# Assessing and Enhancing the Security Culture of an Organisation

Any Questions?

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