



Competency and Training Requirements for Airport Security Functions (Non-screening)

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By Regional Aviation Security Committee (RASC)





ACI Asia-Pacific advances the collective interests of the region's airports with governments and international organizations, and leads, facilitates and promotes professional excellence in airport management and operations.

COMPETENCY AND TRAINING REQUIREMENTS FOR AIRPORT SECURITY FUNCTIONS (NON-SCREENING)

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I. Introduction

In aviation security, humans are still undoubtedly one of the most important layers to protect airports and passengers from malicious attacks. Many routine security practices and procedures are still dependent on human decisions and judgment. It is therefore a top priority for airports to ensure their security workforce is competent to perform assigned functions or responsibilities as required.

In light of the evolving security threats, the type of job functions in airport security has increased over the years. Also, airport security personnel are often required to rotate among multiple job functions, including screening, access control, vehicle examination, patrolling, behaviour detection and more. However, the requirements of some of these functions are, in many cases, not clearly defined and stipulated in the respective national regulations, therefore causing differences in expectation and interpretation from country to country.

In this regard, the ACI Asia-Pacific Regional Aviation Security Committee (RASC) developed this living guidance document to consolidate the competency and training-related requirements of selected airport security functions that are generally not well defined by national regulators. Given the different local circumstances across the region, this document may not be universally applicable, but rather it aims to provide supplementary references for airports in understanding the requirements of the various job functions, and thus being able to make better decisions on recruitment and human resources deployment.

II. Regulatory Developments at ICAO

A competent workforce can mitigate external and insider threats and reduces security risks caused by poor performance or miscommunication of job expectations.

ICAO has recently strengthened Standard 3.4.2 of Annex 17 by way of Amendment 18, which will become applicable in November 2022. The amended Standard will require States to include in the aviation security training programmes an assessment of competencies to be acquired and maintained for all personnel with responsibilities under the National Civil Aviation Security Programme (NCASP).

With this amendment, airport operators could possibly be asked by their respective regulators to identify and assess the competency requirements of each of the airport security functions. This document could come in handy for airports in such respect.

III. Definition of Competency

“Competency” is the capability to apply a set of knowledge, skills, and abilities required of the practitioners to effectively perform various job functions or tasks. Competency requirements are often used by supervisors and human resources managers as benchmarks and references for the development of training programmes, appraisal of staff performance and criteria for recruitment, among others.

In a nutshell, there are two types of competencies:

General competency: General competencies are a blend of knowledge, abilities, motivations and attitudes that allow employees to perform a task in a given setting. Most organizations would normally have baseline requirements of general competencies for all their employees. Examples include communication skills, leadership skills and language proficiency.

Functional competency: Functional competencies are specialized knowledge and abilities that are required to perform a specific job function. They are usually learned and obtained in an educational environment or via on-the-job training. Examples include the ability to conduct security risk assessments and behavioural detection skills.

IV. Selection Criteria of Security Functions

Certain airport security functions, such as security screeners, are already subject to national certification and examination system and thus whose competency and training requirements should have already been clearly defined by the national authority. Therefore, these well-defined functions are not covered in this document.

Instead, this guidance document intends to look into the competency and training requirements of airport security functions that are generally not specified and defined at the national level. Due to the challenges of including all the functions in one go, the RASC selected six functions to start with in this first edition, namely:

- Airport security manager;
- Security quality control manager;
- Behavioural detection officer;
- Patrol officer;
- Security operations centre manager - (surveillance and deployment); and
- Security operations centre officer - (surveillance and deployment).

Subject to the decision of the ACI Asia-Pacific Regional Aviation Security Committee (RASC), more security functions may be incorporated in future editions of the document.

The competency and training requirements listed in the [Appendix](#) should only be considered as a supplementary reference. Airports are recommended to customize the requirements of each of the functions based on their local regulatory and operational context.

V. Appendix (Competency and Training Requirements Table)

Airport Security Manager	
Main job duties	<p><u>Operations management</u></p> <ul style="list-style-type: none"> • Develop, maintain and implement the standards, policies and procedures as stipulated in the Airport Security Programme (ASP) • Manage and supervise the airport security team and work with outsourced security services providers at the airport • Set and monitor aviation security performance targets • Review security incidents and implement corrective actions • Identify any potential breach of compliance with security standards • Plan and deliver required security training to internal and external parties <p><u>Planning and development</u></p> <ul style="list-style-type: none"> • Propose plans for future expansion or improvements in security based on the airport's master plan and development • Conduct trials and pilots for security infrastructure and systems upgrade • Be the focal point for other airport departments (e.g. design & construction, procurement) on security matters <p><u>Quality control</u></p> <p>Oversee all security quality control policies and activities, and work with the Security Quality Control Manager (if applicable) on execution and implementation</p> <p><u>Others</u></p> <ul style="list-style-type: none"> • Conduct budget planning and projection for future security needs • Oversee financial aspects for the team (e.g. payroll, billing, recruiting and training) • Represent the airport on internal and external security events

Competency requirements

Functional competency

- Leadership in airport security operations and management
- Understanding of NCASP and other national aviation security policies and regulations
- Familiarity with ICAO Annex 17, Annex 9 and Doc 8973 and other relevant international policies and regulations
- Understanding of global aviation security risk context and emerging threats
- Ability in emergency response and crisis management (command and control)
- Ability in business continuity planning and execution
- Understanding of threat and risk assessment methods
- Understanding in security culture promotion
- Knowledge of security equipment and systems
- Understanding of airports' future trends and demands, in particular, passenger expectations on facilitation and customer experience

General competency

- Leadership and coaching skills
- Communication, interpersonal and stakeholder management skills
- Problem-solving skills
- Decision-making skills
- Language proficiency (e.g. writing and presentation skills)
- Project management skills
- Multitasking skills

Training requirements

Security training

- General security management training
- Topic-specific training (e.g. crisis management, risk assessment)
- Security equipment and system training
- Security quality management (audit and inspections)
- ICAO-related security training
- Attendance to security conferences/events to keep abreast of the latest developments

Other training

- Airport operations training
- Procurement and contract management training
- General management training (e.g. HR, WHS, finance)

Security Quality Control Manager

Main job duties	<ul style="list-style-type: none"> • Assist Airport Security Manager to develop, maintain and implement the airport quality control programme • Plan and conduct internal audits, tests and inspections to ensure compliance with policies and procedures • Prepare internal audit reports and recommend corrective actions • Liaise with the regulator for conducting regulatory security audits and other report submissions • Monitor customer service delivery/service levels and manage customer feedback on security matters
Competency requirements	<p><u>Functional competency</u></p> <ul style="list-style-type: none"> • Ability to interpret and apply quality control activities and procedures to address compliance matters • Ability to apply compliance monitoring principles, procedures and techniques • Understanding of NCASP and other national aviation security policies and regulations • Familiarity with ICAO Annex 17, Annex 9 and Doc 8973 and other relevant international policies and regulations • Understanding of global aviation security risk context and emerging threats • Basic knowledge of security equipment and systems <p><u>General competency</u></p> <ul style="list-style-type: none"> • Communication, interpersonal and stakeholder management skills • Problem-solving skills • Monitoring and reviewing skills • Language proficiency (e.g. writing and presentation skills)
Training requirements	<p><u>Security training</u></p> <ul style="list-style-type: none"> • General security management training • Topic-specific training (e.g. crisis management, risk assessment) • Security quality management (audit and inspections) • ICAO-related security training (e.g. national inspector course)

	<p><u>Other training</u></p> <ul style="list-style-type: none">• Airport operations training• Quality management training• Human resources management training
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Patrol Officer

Main job duties	<ul style="list-style-type: none"> • Carry out patrols on the landside and airside of the airport to look for and report on activities that may compromise airport and aircraft security • Be the first responder for security incidents (e.g. provide status updates on the incident, secure the incident location and coordinate with stakeholders) • Request assistance from law enforcement agencies and airport management as necessary • Write clear and detailed security incident reports
Competency requirements	<p><u>Functional competency</u></p> <ul style="list-style-type: none"> • Awareness of current local security threats • Ability to carry out patrol procedures set out in the Airport Security Programme • Understanding of the authority given for the patrol function • Understanding of the airport layout and facilities, and various security systems in place (e.g. access control) • Ability to operate communication equipment (e.g. two-way radio, PA system) • Familiarity with security incident response procedures • Basic understanding of airside rules and regulations, and non-security emergency response procedures • Basic behavioural detection skills • Possession of relevant license(s) to perform assigned duties (e.g. airside driving license, security guard license) <p><u>General competency</u></p> <ul style="list-style-type: none"> • No colour deficiency for eyesight • Minimum education level as per State's context • Physical fitness for the role <p>Basic language proficiency</p>

Training requirements

Security training

- Topic-specific training on:
 - security awareness
 - security threat and risk assessment
 - behavioural detection
 - security incident response
 - security equipment and systems
- Basic training on laws, rules and regulations specific to the patrol function

Other training

- Communication equipment training
- Airside driving training

Behavioural Detection Officer

Main job duties

- Conduct active monitoring and observation to identify suspicious behaviour indicators throughout the airport
- Conduct security interviews to resolve the detected suspicious indicators
- Monitor and report security incidents
- Request assistance from law enforcement and airport management as necessary
- Write clear and detailed incident reports

Competency requirements

Functional competency

- Advanced behavioural detection skills
- Good interview skills and techniques
- Cultural awareness
- Awareness of the latest modus operandi of perpetrators
- Knowledge of identifying fraudulent document
- Understanding of passenger profiles of the airport
- Basic sign language skills
- Possession of relevant license(s) to perform assigned duties (e.g. security guard license)

General competency

- No colour deficiency for eyesight
 - Good communication and interpersonal skills
 - Good language proficiency
- Minimum education level as per State's context

Training requirements

Security training

- Suspicious behavioural detection and analysis training
- Interview techniques training
- Fraudulent document training
- Topic-specific training on:
 - security awareness
 - security threat and risk assessment
 - security incident response
- Basic training on laws, rules and regulations specific to the function

Other training

- Cultural awareness training
- Sign language training

Security Operations Centre Officer - (Surveillance and Deployment)

Main job duties	<p><u>Surveillance</u></p> <ul style="list-style-type: none"> • Carry out surveillance via CCTV on the landside and airside of the airport to look for and report on activities that may compromise airport and aircraft security • Address any security alarm from the access control system • Monitor security incidents from CCTV and coordinate with Security Operations Centre Manager and relevant stakeholders (e.g. law enforcement agencies) for incident responses • Ensure the proper functioning and compliance of the CCTV system and, if necessary, extract CCTV footage for incident review purposes • Write clear and detailed security logs <p><u>Deployment</u></p> <ul style="list-style-type: none"> • Monitor manpower and deploy resources in accordance with the operations plan • Mobilize standby resources during contingency
Competency requirements	<p><u>Functional competency</u></p> <ul style="list-style-type: none"> • Awareness of current local security threats • Ability to carry out the function as per the centre's protocols • Familiarity with security incident response procedures • Understanding of the airport layout and facilities, and various security systems in place (e.g. access control) • Understanding of security resources deployment • Ability to operate equipment in the operations centre (e.g. two-way radio, PA system) • Ability to provide situation reports to the supervisor • Basic behavioural detection skills • Basic understanding of general airport operations and non-security emergency response procedures • Possession of relevant license(s) to perform assigned duties (e.g. security guard license)

	<p><u>General competency</u></p> <ul style="list-style-type: none"> • No colour deficiency for eyesight • Minimum education level as per State's context • Proficiency in IT systems • Minimum education level as per State's context • Basic language proficiency
<p>Training requirements</p>	<p><u>Security training</u></p> <ul style="list-style-type: none"> • Topic-specific training on: <ul style="list-style-type: none"> ○ security awareness ○ security threat and risk assessment ○ security incident response • Basic training on laws, rules and regulations specific to the function <p><u>Other training</u></p> <ul style="list-style-type: none"> • Surveillance equipment training

Security Operations Centre Manager - (Surveillance and Deployment)

Main job duties	<p><u>Surveillance</u></p> <ul style="list-style-type: none"> • Oversee surveillance operations in the Security Operations Centre • Ensure resolution of security alarms • Ensure resolution to security incidents and provide updates to airport senior management • Request assistance from law enforcement agencies, airport senior management and other relevant stakeholders for incident responses as necessary • Be responsible to hand over CCTV footage for reporting/investigatory purposes to third parties • Develop and maintain performance reports of the Security Operations Centre <p><u>Deployment</u></p> <ul style="list-style-type: none"> • Manage and ensure manpower is deployed in accordance with the operations plan • Give approval to adjust deployment and mobilize standby resources during contingency
Competency requirements	<p><u>Functional competency</u></p> <ul style="list-style-type: none"> • Awareness of current local security threats • Ability to lead the command and control function as per the centre's protocols • Knowledge of security incident response • Understanding of the airport layout and facilities, and various security systems in place (e.g. access control); • Understanding of security resource deployment • Understanding of general airport operations and non-security emergency response procedures; • Ability to operate equipment in the operations centre (e.g. two-way radio, PA system) • Ability to devise deployment plans at the last minute to address ad hoc operational demands • Ability to provide advice on security matters to airport senior management • Basic behavioural detection skills • Possession of relevant license(s) to perform assigned duties (e.g. security guard license)

	<p><u>General competency</u></p> <ul style="list-style-type: none"> • Leadership and coaching skills • Good language proficiency • Minimum education level as per State’s context • Proficiency in IT systems • Multitasking skills
<p>Training requirements</p>	<p><u>Security training</u></p> <ul style="list-style-type: none"> • Topic-specific training on: <ul style="list-style-type: none"> ○ security awareness; ○ security threat and risk assessment ○ security incident response • Business continuity planning • Basic training on laws, rules and regulations specific to the function; <p><u>Other training</u></p> <ul style="list-style-type: none"> • Surveillance equipment training • Resource management and optimization • Frontline operations management (e.g. team supervision, coaching, fatigue management)



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