Assessing and Enhancing the Security Culture of an Organisation

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• 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.
NNL / University / Industry – greater integration

Universities

Basic Science

NNL

Research, Development and Testing

Industry

Technology Deployment

Technology Readiness Levels

1

Small scale, low rad

Full scale, high rad

Independent, Authoritative, Subject Matter Experts
Laboratory Management

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

- Non Active Laboratories
- Engineering Development
- Modelling and Simulation
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
Alignment Model
Why Values and Behaviours are key to success

D. Tosti and S. Jackson 1994
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?

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?
• 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
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.

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<th>Overall score:</th>
<th>What your score means:</th>
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<td>84</td>
<td>This is HIGH. Employees believe the mechanisms that shape security culture are working well.</td>
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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
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Any Questions?

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