

Introduction to SeCuRE 4

CPNI

Centre for the Protection
of National Infrastructure

Security Culture

Developing and sustaining an effective security culture is a vital part of your organisation's personnel security regime. Getting your culture right will ensure that employees are security-conscious and think about how to protect the information and assets that they have access to at work.

There is no single 'right' security culture; what is effective for your organisation will depend on who you are, what you do, the threats that you face and your other strategic priorities and pressures. It is important to review your security culture in light of changes to the threat landscape, working practices and technology. These changes may affect what you need employees to do to help keep your organisation secure. As a result, your organisation's security activities may also need to change to best support employees to act securely.



Security Culture Assessment Tool

SeCuRE 4 is a suite of four surveys, developed by CPNI, that critical national infrastructure organisations can use to measure aspects of their security culture and behaviour to identify areas for improvement. Running SeCuRE 4 can help you to develop and sustain a culture that is fit-for-purpose to keep your organisation secure.

The SeCuRE 4 surveys can be used independently or in combination depending on the needs of your organisation. You may gather a more detailed picture of security culture by interpreting your SeCuRE results alongside other sources

of information. For example, the types or frequency of security breaches, outcomes of other organisational surveys and the experiences of security professionals within your organisation.

This guide sets out benefits and limitations for each survey type to help you to consider how your organisation could get the most out of running SeCuRE 4. For further information on security culture and SeCuRE 4 please see www.cpni.gov.uk/developing-security-culture or contact your CPNI adviser.

The SeCuRE 4 Surveys

Culture Type

The Culture Type survey measures the current and desired approaches to the strategic management of security within the organisation. It is designed to be completed by those who can play an active part in influencing and reinforcing your security culture.

Benefits

- ▶ Your results can help you to pinpoint a small number of strategic areas for change.
- ▶ They can provide an indication of a culture 'gap' between where your organisation is now and where it needs to be, based on the range of threats it currently faces.

Limitations

- ▶ The results reflect the views of your respondents. How confident are you that they understand your organisation's current security styles and approaches? Do they understand the security threats and challenges faced by your organisation?
- ▶ The results are designed to drive a strategic level of change. A different SeCuRE 4 survey type may be preferable if you have limited resource, an immature security culture programme or are looking to make only a small number of short-term changes.



Employee Climate

The Employee Climate survey measures your employees' perceptions of how well security is managed within the organisation.

Benefits

- ▶ Your survey results can help you to understand to what extent your organisational systems, processes and policies help to instil good security practice.
- ▶ The results reflect employee satisfaction with the various security initiatives that you have in place within your organisation.

Limitations

- ▶ If your employees are naïve to the threats faced by your organisation and why security measures are important they may not have the understanding to accurately report whether your systems, processes and policies are sufficient. Refer to the Employee influences survey.
- ▶ This survey does not report the frequency that employees are actually engaging in the good security behaviours you are interested in. The Security Behaviour survey has been designed for this purpose.





Employee Influences

This survey will highlight whether your organisation is well placed to initiate wide ranging and strategic culture change. It may instead be necessary to prioritise educating employees about the security issues and of the important role they can play in keeping your organisation secure.

Benefits

- ▶ This survey will highlight whether your organisation is ready to initiate wide ranging and strategic culture change or whether instead to prioritise educating employees about the security issues you face and their role in staying secure.
- ▶ This survey has a highly customisable format. Your organisation can choose to add a small number of the questions from this survey to another of the SeCuRE 4 surveys.

Limitations

- ▶ Your results can help steer strategic level changes in employee security attitudes and behaviours in general, rather than more targeted behaviour change tied to a particular security behaviour. The Security Behaviour survey has been designed for this purpose.
- ▶ This survey does not provide an insight into the overarching styles and approaches to security within your organisation (see the Culture Type survey) or how well security is managed within your organisation (see the Employee Climate survey).



Security Behaviour

The Security Behaviour survey measures the frequency that particular security behaviours are being demonstrated and why.

Benefits

- ▶ The organisation can specify the security behaviours to include in the survey based on their current priorities.
- ▶ The organisation can diagnose possible enablers and inhibitors to employees demonstrating the security behaviours and develop tailored interventions accordingly.

Limitations

- ▶ Diagnosis of the issues is at the behavioural (tactical) level and so any changes that are introduced are likely to be isolated to the particular behaviour being targeted, rather than impacting on security attitudes or behaviours more widely.
- ▶ The behaviour change may be difficult to sustain over time if there are wider cultural issues or organisational forces at play which inhibit the demonstration of the behaviour.

Example Survey Questions

Example statements from the Culture Type survey

	Very like this <	Mostly like this <	Somewhat like this	Somewhat like this	> Mostly like this >	Very like this
Our organisation takes swift action to counter security threats even if that involves some risk.	<input type="checkbox"/>					
	<input type="checkbox"/>					
			Desired Organisation			
			Current Organisation			

Changes to security measures go through **strict change control procedures** to minimise risk.

Example statements from the Employee Climate survey

To what extent do you agree with the following statements:

	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
Security issues are regularly included in my team meetings and briefings	<input type="checkbox"/>				
I receive insufficient training on security, given where I work, e.g. what the threats are	<input type="checkbox"/>				

Example statements from the Employee Influences survey

To what extent do you agree with the following statements:

	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
Security Threats: I fully understand what security threats our organisation is susceptible to	<input type="checkbox"/>				
Security Practices: I know what security practices are expected of me when at work on my site or in my office	<input type="checkbox"/>				
Security Motivation: Effective security practice is my responsibility	<input type="checkbox"/>				

Example statements from the Security Behaviour survey

Over the last three months, how frequently have you carried out the following behaviours

	Always	Most of the time	Sometimes	Never	Not applicable
I have disposed of sensitive information appropriately (e.g. shredding)	<input type="checkbox"/>				
I have locked my computer terminal and electronic devices when leaving them unattended	<input type="checkbox"/>				
I have checked whether certain information can or cannot be shared with others if I am unsure	<input type="checkbox"/>				

Looking for more information?

- ▶ Check our website www.cpni.gov.uk/developing-security-culture
- ▶ Speak to your CPNI adviser or contact information@cpni.gov.uk