



WORLD INSTITUTE FOR
NUCLEAR SECURITY

GETTING RESULTS WITH WINS

Annual Report 2016

THE WORLD INSTITUTE FOR NUCLEAR SECURITY

Promoting nuclear security best practices
and security leadership around the world





INSIDE STORY

When Mafihla Maleka completed the Foundation Module of the WINS Academy Nuclear Security Programme in April 2015, he reported that the course had completely changed his perspective on nuclear security. Mr. Maleka has been a Physical Security Manager at the South African Nuclear Energy Corporation SOC Limited (NECSA) for three years and has 19 years of experience in the field of security altogether. Yet until he discovered the WINS Academy, he had never had the opportunity to benefit from a dedicated training that focused solely on security in the nuclear industry.

In fact, Mr. Maleka enjoyed what he was learning so much—and the benefits he was receiving from it—that by January 2016 he had completed the Foundation Module and all five WINS Academy electives that are currently available! To date, over 600 people in 70 countries have enrolled in the WINS Academy, but Mr. Maleka is the only person in the world to have passed all certification courses. We are proud to recognise his accomplishments and believe his example of a manager dedicated to performance and improvement through certified learning will inspire others.

The knowledge Mr. Maleka has gained through the WINS Academy has enabled him to review organisational policies and procedures from various departments and to establish how they interface with security. He also learned how to develop updated security procedures and work instructions and to improve cooperation between security officers and other managers. As a result, Mr. Maleka reports that significant changes have taken place in NECSA staff attitudes towards security, as well as improvements in the way security-related information is communicated.

WINS is committed to promoting excellence in security implementation and to building a sustainable framework for nuclear security management. Achievements such as those from Mr. Maleka demonstrate the effectiveness of our activities through real outcomes; they also demonstrate how WINS contributes to building a new profession of certified nuclear security managers.



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CHAIRMAN'S LETTER



WILLIAM H. TOBEY
Chairman of the Board

2015 was an important year for the World Institute for Nuclear Security, as WINS adopted a new Vision and Mission endorsed by the WINS Board of Directors and completed its strategic review. More than ever, WINS is making a significant contribution to the world by promoting best nuclear security practices and offering the first widely available opportunity for certified professional development to practitioners. The results of WINS activities are best illustrated with one number, growing steadily since WINS' inception: 95% of WINS members indicate they have modified their approaches to security because of their interactions with WINS.

The upcoming 2016 Nuclear Security Summit will once again bring together world leaders who will reaffirm their commitment to a strong international nuclear security regime. This event will build on progress made since 2010 and address how to sustain the process going forward. We envision that this Summit will highlight the importance of competence and training for nuclear security managers, which is directly in line with WINS' work.

The International Atomic Energy Agency (IAEA) plays a pre-eminent role in international nuclear affairs, and WINS contributes to many of its activities. This strong relationship and WINS' support for the IAEA Nuclear Security Plan and priorities make a real difference in the goal of improving nuclear security implementation.

In 2015, we welcomed Dr. John Barrett to the Board. Dr. Barrett brings the WINS Board a rich expertise in international relations, foreign policy, corporate business planning, and strategic communications. On behalf of the WINS Board of Directors, I would finally like to extend my profound thanks to Corey Hinderstein and Ambassador Nobuyasu Abe, both of whom retired from the WINS Board in 2015. Their wise counsel, creative recommendations, ready optimism, and relentless focus on the importance of nuclear security made a significant contribution and will be missed.

THE WINS BOARD



DR. JOHN BARRETT joined the WINS Board in late 2015. Dr Barrett is President and CEO of the Canadian Nuclear Association and was Canada's Ambassador to the International Atomic Energy Agency, where he was Chair of the IAEA's Board of Governors. In his current job, Dr Barrett works to ensure greater security accountability and awareness in the nuclear industry. Dr Barrett noted *"I am delighted to join the WINS Board of Directors and help contribute to its important international objectives which are complementary to the work of the IAEA. I hope we can find even better and more effective ways of working in partnership with the IAEA to make the most efficient use of resources."*

DR. JOAN B. WOODARD

Executive
Vice President
Emeritus of
Sandia National
Laboratories



DR. PAUL HARDING

Advisor to
CEO URENCO
Ltd in the field
of small and
medium sized
reactors (SMR)
development



MR. DUNCAN HAWTHORNE

President and
Chief Executive
Officer of Bruce
Power



Full biographies of WINS Board members are available on the WINS website.

THE EXECUTIVE DIRECTOR'S REPORT



One of the pleasures of running WINS is that our job is to constantly research better ways of doing things and pass them on to our members to help make their arrangements more effective and efficient. It is increasingly important that we do this given that the threats are becoming more complex, security is getting more expensive to implement and the industry is facing economic pressures because of the cheap availability of oil and gas. Sharing best practices to achieve operational excellence is a proven method to enhance competitiveness and security, just as the sharing of operational experience has improved safety and reactor performance.

Our research for the WINS Academy highlighted the importance of having a strategic vision that is mapped throughout the organisation into measurable, performance objectives at every level. We completed such a review in 2015, our seventh year of operation, and decided on the basis of stakeholder feedback that we needed to realign our vision and mission statements to guide our future organisational development. Our new Statements are as follows:

WINS VISION

All nuclear and other radiological materials and facilities are effectively secured by demonstrably competent professionals applying best practice to achieve operational excellence

WINS MISSION

To be the leader in professional development and certification for nuclear security management

We also established 10 Strategic External Outcomes (see opposite) that are the outcomes we want to help achieve by 2020, and we are fully aware that this relies on the combined efforts of many other organisations, including the IAEA. We will be measuring progress against these objectives and will report results on a periodic basis.

2015 was also the year that we launched the WINS Academy in earnest, and I am pleased to report that almost 600 people enrolled in the certified programme in the first year. We continue to believe, in line with many States, that introducing certified, professional training for personnel with accountabilities for nuclear security lies at the heart of achieving operational excellence in security.

I wish to thank the WINS staff for their enthusiasm and professionalism in supporting our objectives, the Board of Directors for their strategic guidance, and our funding organisations for their necessary support.

WINS 2020 STRATEGIC EXTERNAL OUTCOMES

- 1 Demonstrable competence increasingly becomes a licensing requirement for personnel with accountabilities for nuclear security, including the regulatory requirement for professional certification of key nuclear security management positions.
- 2 The IAEA's nuclear security programme promotes structured professional development and voluntary certification, and the IAEA has entered into joint nuclear security certification programmes with training institutes, including WINS.
- 3 An increasing number of organisations, including regulators, operators, police and responsible government departments, publish meaningful governance reports about the corporate oversight of their security programmes.
- 4 An effective, sustainable international industry forum is operating that implements the recommendations and commitments made during the Nuclear Industry Summits.
- 5 Some countries have established a peer review programme for nuclear security management practices that involves nuclear operators and related organisations, and it is growing in scope and frequency.
- 6 Similar to nuclear safety, nuclear security is increasingly seen as a strategic issue for nuclear-related organisations rather than as a regulatory burden.
- 7 Security programmes are subject to the business disciplines of effectiveness (performance tested) and efficiency, and security regulations are performance-based.
- 8 Nuclear safety and security continue to coalesce, and more of the nuclear safety-related disciplines and management attitudes are being used to enhance nuclear security.
- 9 Cybersecurity and physical protection arrangements are properly integrated as part of an all-risks approach to the security programme.
- 10 High quality nuclear security workshops, events and related best practice guides are being implemented, including new ISO publications, and professionally-facilitated meetings are the norm in the sector.

WINS SUMMARY OF ACHIEVEMENTS IN 2015

STAKEHOLDER ENGAGEMENT

1. Appointed to the International Board of Advisors for the 2016 Nuclear Industry Summit and to the IAEA Nuclear Security Guidance Committee
2. Revised the WINS Vision and Mission and completed the mapping of all strategic objectives and performance measures
3. Published “The Journey so far”, a Six—Year Review of WINS achievements as well as “The Journey Beyond 2016”, which presented the WINS Strategy and Goals for 2020.
4. Made presentations at over 25 conferences and published more than 10 papers promoting the need for internationally recognised certification and certification standards.

WINS PROGRAMME

1. Conducted nine workshops, round tables and blended learning events.
2. Wrote and published three new Best Practice Guides and revised four others.
3. Completed five new WINS Academy Certification Modules and revised the Module for Scientists, Technicians and Engineers.
4. Successfully launched the WINS Academy Alumni Network and the Nuclear Security Knowledge Centre, both hosted on the WINS website.
5. Enrolled almost 600 participants from over 70 countries in the WINS Academy Programme.
6. Concluded partnership contracts relating to peer review and professional training valued at 650,000 Euros.

INTERNAL PROCESSES

1. Achieved ISO 9001:2015 Certification for our Quality Management System and retained certification for the WINS Academy.

STAKEHOLDER PERSPECTIVE – FUNDER



“Through our support of WINS, Carnegie Corporation of New York seeks to reduce nuclear risks. WINS is uniquely positioned to help strengthen security culture and practices at nuclear facilities worldwide.”

CARL ROBICHAUD, Program
Officer in International Peace and
Security, Carnegie Corporation of
New York

WINS 2015 STRATEGIC REVIEW

One of the most important steps in conducting our 2015 Strategic Review was to consider the objectives of our key stakeholders. Our overarching goal was to identify how we can best support the international community and the WINS members whom we serve. Consequently, we addressed such questions as:

- What do we have to do well to achieve our intended results?
- How does this contribute to the objectives of our main stakeholders?
- How do our organisational structure, programmes, culture and communications support our stakeholders' objectives?



You can see the full WINS Strategy Map at the end of this Annual Report.

Coincident with the Strategic Review, WINS has conducted a Competency Review and developed its Competency Framework, which is designed to support and enhance the WINS performance management process.

STAKEHOLDER PERSPECTIVE – GOVERNMENT

“The Netherlands has always attached great value to the activities of WINS.”

KEES NEDERLOF, Ambassador, Nuclear Security Summit Sherpa of the Netherlands



OUR STAKEHOLDERS

WINS AND THE IAEA

By helping practitioners and other nuclear security stakeholders learn from operational experience and achieve nuclear security excellence, WINS plays a complementary role to the IAEA. We promote the objectives of the IAEA Nuclear Security Plan and, whenever possible, actively contribute to its implementation. We accomplish this by helping to bridge the gap between national and international undertakings in nuclear security and by supporting the implementation of effective security measures. Furthermore, our publications foster awareness of, and adherence to, the IAEA's key messages.

In addition, WINS:

- Is an observer at the IAEA Nuclear Security Guidance Committee (NSGC), which oversees the publication and review of all Nuclear Security Series publications.
- Takes part in the annual IAEA General Conference, as well as in many other IAEA conferences, where our staff often deliver papers and participate in discussion panels.

- Participates actively as a member of the IAEA International Nuclear Security Education Network (INSEN) and observer of the IAEA International Network for Nuclear Security Training and Support Centres (NSSC).
- Participates in Information Exchange meetings organised by the IAEA Division of Nuclear Security and actively contributes to the IAEA Nuclear Security Information (NUSEC) portal.

In turn, IAEA representatives regularly attend WINS workshops and roundtables, where they make presentations on their activities and achievements. WINS also holds regular meetings with IAEA management and staff—especially those from the Nuclear Security Division—to share our respective work programmes and discuss concrete actions we can take together to foster cooperation.

STAKEHOLDER PERSPECTIVE – IAEA

“I was delighted that my recommendation for WINS to join the IAEA Nuclear Security Guidance Committee as an observer was approved in 2015. This marked the seventh year (since the launch of WINS at the 2008 IAEA General Conference) that we have collaborated on promoting continuous improvements to nuclear security, worldwide, and it has proved to be a productive and professional relationship.”

KHAMMAR MRABIT, Director, Division of Nuclear Security, Department of Nuclear Safety and Security, IAEA



WINS MEMBERS

WINS members constitute a rich, varied nuclear security community drawn from industry, government, law enforcement, and academic and research institutions. WINS provides a forum for its members to exchange ideas, network, promote leadership and increase their professional development.



**3,100 Members
in 114 countries**
as of December 31, 2015

I benefit from WINS Membership.	97% agree
WINS is a valuable forum.	99% agree
The WINS guides are effective for self-assessment.	98% agree
The WINS guides cover relevant topic.	99% agree
Publishing the guides in different languages is important.	98% agree
Attending a WINS workshop was time well spent.	97% agree
WINS workshops are innovative.	98% agree
I have modified approaches to security because of WINS.	95% agree
The WINS website is useful.	99% agree
My interactions with WINS are dealt with professionally.	98% agree

We continually strive to maintain high levels of member satisfaction and to increase membership by providing relevant, high quality services. The results of the 2015/2016 Annual Members Satisfaction Survey show that 95% of our members have modified their approach to nuclear security because of their interactions with WINS.

STAKEHOLDER PERSPECTIVE – WINS MEMBERS

“WINS gave me the opportunity to gain the respect of my colleague and other professionals in the field of nuclear activities.”

WINS MEMBER



WINS FUNDING ORGANISATIONS

All of WINS' funding comes from voluntary sources and includes Governments, Philanthropic organisations and contributions from operators and we are grateful to them all for their support. The chart below provides a full list of all organisations that have supported WINS since our launch 7 years ago. We recognise that our funding needs to be

from as diverse a range of sources as possible and we actively work with our existing stakeholders and new supporters to broaden our funding base. It is important that we align our work and efforts to the strategic objectives of those Stakeholders that provide support, but always within the context of our Vision and Mission.



STAKEHOLDER PERSPECTIVE – FUNDER

“The John D. and Catherine T. MacArthur Foundation supports creative people, effective institutions, and influential networks, and we believe that WINS exemplifies these criteria in the nuclear security realm.”

EMMA BELCHER, Director, International Peace and Security program, MacArthur Foundation



OUR SCOPE OF WORK



As a result of the 2015 Strategic Review, we consolidated WINS activities into an integrated programme that supports the professional development of our members. The following graphic illustrates the programme's structure:

WINS is committed to providing members with access to a growing base of documented resources and training opportunities that lead to professional certification. We are also committed to developing and carrying out external peer reviews and to assessing organisational competencies, gaps in professional development, and best practices in nuclear security implementation.



STAKEHOLDER PERSPECTIVE – GOVERNMENT

“Norway works together with WINS to strengthen nuclear security capacity in developing countries and ensure the non-proliferation of nuclear and other radioactive material.”

ATLE KONTA MIDTTUN, Nuclear Security Summit Sherpa of Norway



SHARING OPERATIONAL EXPERIENCE



This is the main platform for WINS members and other nuclear security practitioners to exchange their experiences and lessons learned from implementing security programmes for nuclear and other radioactive materials that are in use, storage and transport.

WINS WORKSHOPS, ROUNDTABLES AND WEBINARS

WINS' workshops, roundtables and webinars provide an important opportunity for sharing best nuclear security practices and improving the management of nuclear material and radioactive sources globally. Our overall goal is to increase the awareness of those with nuclear security accountabilities about credible threats, the possible consequences of malicious acts, and best approaches for implementing cost effective security arrangements. To enable our participants to benefit as much as possible from the workshops, we work hard to make them innovative, interactive and engaging. We also take great care to invite professionals from around the world to share their knowledge and expertise. Over 85% of participants who attend our events pay entirely for their own costs.

In 2015, WINS conducted nine workshops in six countries, including Austria, Brazil, Canada, Japan, South Africa and the United Kingdom.

HIGHLIGHTS OF 2015



WINS/NNR Train the Trainer workshop in Centurion, South Africa

This workshop identified the essential elements of an effective training programme for guard and response forces; discussed country-specific elements, such as legislative and regulatory requirements, that may impact such programmes; and enabled participants to attend live demonstrations of performance tests at NECSA.



Executive Leadership for a Secure and Reliable Workforce Workshop in Vienna, Austria

To explore best practices and encourage the sharing of experiences among all participants, this event used an innovative, interactive approach that included theatre, role play, simulation, case studies and small group discussions. For the first time, the workshop also complemented the WINS Academy Nuclear Security Management Certification Programme.

STAKEHOLDER PERSPECTIVE – GOVERNMENT

“Canada is committed to strengthening the international nuclear security architecture and we support WINS since they effectively contribute to building a profession of demonstrably competent nuclear security practitioners globally.”

NATHALIE SEMBLAT, Deputy Director and Senior Program Manager, Nuclear and Radiological Security, Global Partnership Program, Global Affairs Canada, Government of Canada



2015 WINS WORKSHOPS IN NUMBERS

9 roundtables/workshops in **6** countries

Participant feedback:

99% were satisfied with the workshops.

100% found the facilitation effective.

95% would recommend WINS workshops to others.

LOOKING AHEAD

In 2016 we will conduct at least eight additional workshops and roundtables and broadcast at least four webinars on such topics as:

- *The Nuclear Security Summit's Efforts to Enhance Radiological Security*
- *Legal Liability and Risk Management in the Event of a Malicious Incident Involving Radioactive Sources*
- *Implementing an Enterprise-wide Vulnerability Assessment*
- *Countering Home-grown Violent Extremism in the Nuclear Sector*

STAKEHOLDER PERSPECTIVE – WORKSHOP PARTICIPANT

“My organization has adopted many of the principles contained in the numerous WINS best practice guides into our past and present security improvement plans. We have also made improvements to our security program based on discussions and networking opportunities at WINS events.”

WORKSHOP PARTICIPANT



KNOWLEDGE CENTRE



We launched the WINS Knowledge Centre in 2015 to provide an archive of information on Nuclear Security, including WINS' International Best Practice Guides, Special Publications and the wealth of information generated through WINS Workshops, as well as numerous publications and web links from external sources. Our ultimate goal is to create a resource for our members and Alumni that contains the most up-to-date, most comprehensive, and highest quality information available on nuclear security on the web.



WINS INTERNATIONAL BEST PRACTICE GUIDES

In 2015, WINS continued to revise and expand its series of international Best Practice Guides (BPGs). We published three new guides:

- *Effectively Integrating Physical and Cyber Security*
- *Security of Dry Storage of Spent Nuclear Fuel*
- *Security Management of Disused Radioactive Sources*

In addition, four previously published guides have been revised:

- *Security Performance Metrics*
- *Developing Competency Frameworks for Personnel and Management with Accountabilities for Nuclear Security*
- *Managing Internal Threats*
- *Nuclear Material Accountancy and Control in Support of Nuclear Security*

STAKEHOLDER PERSPECTIVE – INDUSTRY

“I support a collaborative relationship between our organisations and see a strong similarity in our process of gathering and sharing best practice amongst our members.”

PETER PROZESKY, CEO, World Association of Nuclear Operators





WINS SPECIAL PUBLICATIONS

In September 2015, WINS published a Special Publication titled *Big Data in Motion: How Real-Time Integrated Data Management Could Support Nuclear Security*. This publication addressed some of the opportunities and potential barriers to the introduction of a National Level Material Accounting and Tracking System and how it could benefit international assurances. It also examined some of the underlying issues and trends helping to promote integration between national-level monitoring systems for nuclear material and emergency response in the event of a loss/theft/diversion of nuclear material.

COMPETENCY FRAMEWORKS

A key objective of this work stream is to support the identification of required skills and competencies for managers and other individuals who are responsible for the security of materials and facilities. It also seeks to provide the foundation for the design and implementation of adequate organisational structures and associated competency frameworks in nuclear operating organisations. The revised Best Practice Guide *Developing Competency Frameworks for Personnel and Management with Accountabilities for Nuclear Security* provides a framework for this objective.

WINS PUBLICATIONS IN NUMBERS

Over **9,100** publications downloaded/printed in 2015

7 new and revised Best Practice Guides in 2015

1 published Special Publication in 2015

Most-frequently downloaded guides in 2015:

- *Security Governance*
- *Security Performance Metrics*
- *Threat Assessment*
- *Communicating Security Information: Striking a Balance*
- *An Integrated Approach to Nuclear Safety and Nuclear Security*

LOOKING AHEAD

By the end of 2016, we will:

- Write and publish at least two Best Practice Guides and revise at least 6 others
- Publish at least two Special Publications
- Align all WINS Best Practice Guides with Academy Modules

STAKEHOLDER PERSPECTIVE – INDUSTRY

“As an internal regulator of an international company that owns and operates nuclear power plants, I was assigned to write a surveillance scope to determine where the company's fleet of UK stations sat when measured against international best practise. Having the WINS International Best Practise Guides at my fingertips was an invaluable resource to help construct the framework on which to assess company security practises and culture and to identify gaps to excellence. The monthly competitions allow me to focus my attention on particular areas each month. I find them a useful and fun (but demanding) way of confirming and refreshing knowledge.”

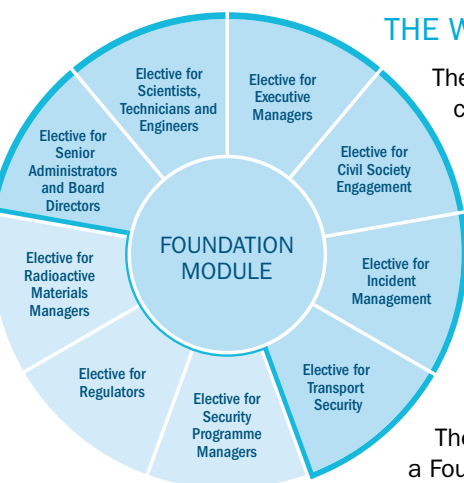
ANNE T. COOPER, Independent Nuclear Assurance Evaluator, EDF Energy Generation, United Kingdom



TRAINING AND CERTIFICATION



This work stream comprises the WINS Academy, which offers a suite of certified training combining online and blended learning opportunities. Certification covers various professional responsibilities and topical areas.

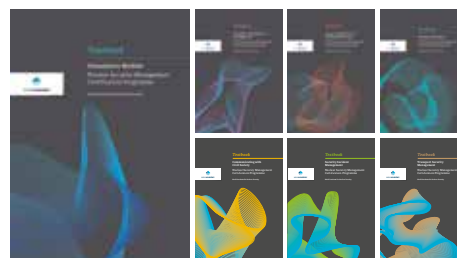


THE WINS ACADEMY

The WINS Academy offers the first certification in Nuclear Security Management in the world. Its programme centres on a core philosophy that sees security as a fundamental aspect of risk management and corporate reputation; hence, security should be treated as a strategic activity that is implemented organisation-wide.

The programme consists of a Foundation Module plus nine elective modules, all of which can be completed entirely online. After participants complete the Foundation Module and at least one elective of their choice, they sit for an exam in one of 5,100 accredited test centres located in 180 countries. Those who successfully pass both examinations receive the WINS Certified Nuclear Security Professional (CNSP) accreditation and join the network of WINS CNSP Alumni.

WINS is a 2015 award winner of the CSO50, which recognises “outstanding organizations demonstrating innovation, creativity and understanding of business value in security”. WINS’ Executive Director, Roger Howsley, explains: “For the first time, tens of thousands of professionals with accountabilities for nuclear security now have the opportunity to prove they have the crucial knowledge necessary to manage nuclear security programmes. I am delighted that CSO has recognised the business value of our programme, and I am grateful to our partner, Pearson VUE, for helping to make it a success.”



STAKEHOLDER PERSPECTIVE - INDUSTRY

“WNTI and WINS have worked together as colleagues over many years to promote effective and efficient security for nuclear transport operations and we were delighted to peer review the WINS Academy Certified Course on Transport Security in 2015. We believe strongly in industry sharing its best practices and WINS has made an enormous contribution in that regard.”

HENRY-JACQUES NEAU, Secretary General, World Nuclear Transport Institute

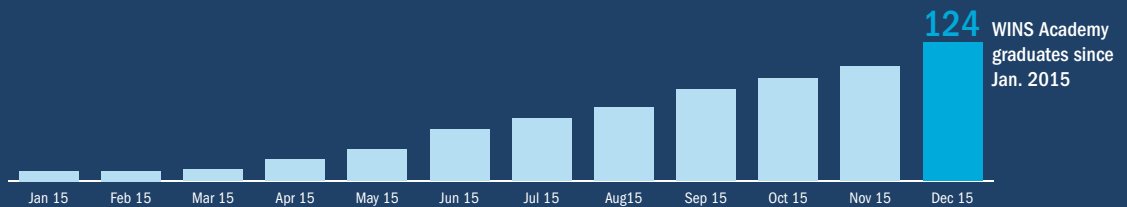


WINS ACADEMY PARTICIPATION IN NUMBERS

As of December 31, 2015, WINS had almost 600 participants in over 70 countries. Additionally, we awarded 205 certificates to 124 Academy graduates.

589 WINS Academy participants in 71 countries

as of December 31, 2015



124 WINS Academy graduates since Jan. 2015

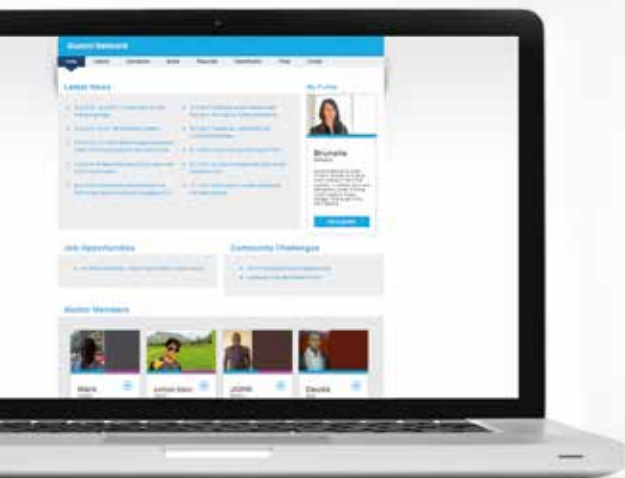
STAKEHOLDER PERSPECTIVE – WINS ACADEMY GRADUATE

“In short, I find the impact of the WINS Academy programme very positive. It has equipped me with deeper and wider knowledge about nuclear security, both in technical and policy aspects. It has also raised my personal awareness on the importance of nuclear security. Interestingly enough, it indirectly burdened me with a moral responsibility to spread nuclear security education, especially in Indonesia. Here, ‘The more you know, the more you are responsible for’ explains the reality I am facing currently.”

MUTTI ANGGITTA, WINS Certified Nuclear Security Professional (CNSP), Lecturer, BINUS University, Indonesia



TRAINING AND CERTIFICATION



WINS ACADEMY ALUMNI

In 2015, WINS launched an Alumni Programme that enabled WINS Certified Nuclear Security Professionals (CNSPs) to benefit from continuing professional development opportunities and to ensure their continued security competence through recertification.

The Alumni Network features a directory of registered CNSPs, news about selected events of interest, job opportunities and challenges in the field. CNSPs are also invited to engage in expert discussions and debate with their peers.

As illustrated in the graphic to the right, the Alumni Network also provides an avenue for WINS to continually engage with CNSPs and measure the impact of the WINS Academy. We launched the first global nuclear security survey that aims to identify the benefits of certification in nuclear security and will publish a career report at the end of 2016.

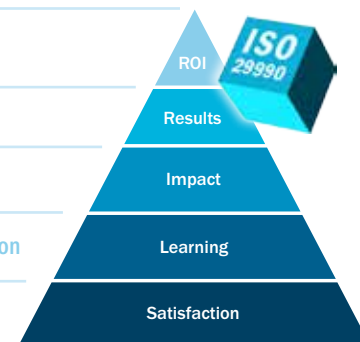
Career report

Alumni network

Self-Assessments

Proctored exam and recertification

Survey Programme



STAKEHOLDER PERSPECTIVE – WINS ACADEMY GRADUATE

“The results which I have obtained [from the WINS Academy Programme] are simply remarkable.”

INDRANIL BISURI, WINS Certified Nuclear Security Professional (CNSP), Msc student, Amity Institute of Nuclear Science and Technology, India

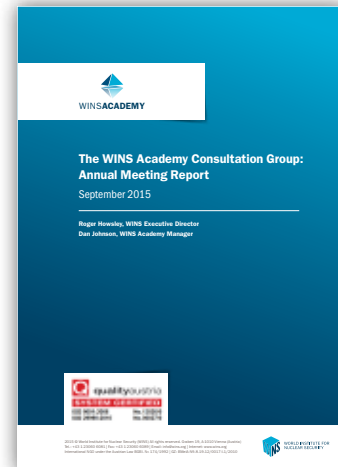
THE ACADEMY CONSULTATION GROUP

The Academy Consultation Group is comprised of Academy contributors, a diverse group of representatives from States, industry and foundations. ACG members are given regular updates on the Academy's developments, including course releases, partnership arrangements and participation rates. WINS has also asked that ACG members work as Ambassadors within their communities to help the Academy become a sustainable success and to encourage States to meet their commitments for ensuring that personnel with accountabilities for nuclear security are demonstrably competent.

LOOKING AHEAD

By the end of 2016, we will:

- Release all remaining Academy modules and revise at least two additional modules, including the core Foundation Module
- Enrol 1,000 participants and award 500 certifications
- Develop a catalogue of in-person blended learning materials



STAKEHOLDER PERSPECTIVE – GOVERNMENT

“Through our support of the WINS Academy, the UK Government is contributing to international efforts to enhance nuclear security, by developing the training and skills of the people around the world who deliver this.”

AMBER RUDD, Secretary of State for Energy and Climate Change, United Kingdom



EVALUATION



This work stream aims to provide the nuclear community with practical tools to help assess the maturity of their security arrangements and their security culture. It consists of peer reviews, employee attitude surveys and other questionnaires to help organisations identify areas for improvement.

Sharing best practices only has any impact if changes are then made to the security programme and its implementation, and the results assessed in a structured way. WINS is working to develop a suite of tools that can be made available to help with peer review, employee attitude surveys and to assess security culture. We believe that the nuclear safety community has much to offer in this regard and that many of their approaches are equally valid for nuclear security reviews. We have completed an important mapping exercise using INPO guidance on the traits that determine an effective nuclear security culture and used them in our recently revised Best Practice Guide on Nuclear Security Culture. We have also researched best practices for conducting Employee Attitude Surveys and will be making these services available to our members in 2016, along with Peer Review methodology.



STAKEHOLDER PERSPECTIVE – GOVERNMENT

“The Bureau of International Security and Nonproliferation supports WINS efforts to promote the demonstrable competence of practitioners, leading to self-sufficient nuclear security cultures that are ingrained in nuclear technical communities.”

ERIC LUND, Spokesperson for the Bureau of International Security and Nonproliferation, U.S. Department of State

SUPPORT PROCESSES

QUALITY MANAGEMENT SYSTEM

WINS has a strong conviction that excellence and quality should be determined by external measurements, not simply by self-assessment. This is why we are committed to quality and financial audits from external organisations and why we value stakeholder feedback so highly.

For this reason, we have taken a proactive attitude toward obtaining formal certification against the International Standards Organization (ISO) Quality Management Standards. We were awarded certification for the first time in 2012 in accordance with ISO 9001:2008. In 2013, we integrated the WINS Academy and the WINS Board of Directors into our compliance system. And in 2014, we achieved ISO 29990:2010 certification for our learning processes. At the time WINS was certified to ISO 29990:2010, only 38 other organisations had received internationally issued certificates by Quality Austria.

WINS also takes great pride in being among the first organisations to be certified to the new ISO 9001:2015 standards, which came into effect in October 2015. ISO 9001 certification demonstrates our commitment to quality, accountability and continuous improvement in the promotion of best nuclear security practices worldwide. When we were certified in December 2015, Quality Austria had awarded the certification internationally to only 19 other organisations, compared to almost 10,000 that had been certified to the older standard.



SUPPORT PROCESSES



WEBSITE AND COMMUNICATION

The website is the main platform for WINS Members to engage with WINS, exchange their experience and get involved in activities that support their professional development. WINS is the only organisation to offer free Membership and access to high quality materials and nuclear security-related information with a clear operational focus that cannot be obtained anywhere else.

In line with our revised Mission and Vision, our primary objective is to be an active provider of tools and services that support the professional development of our members leading to certification. The WINS website helps serve this purpose and it is designed to encourage our members to become more engaged, take professional examinations and become part of the growing WINS Alumni.

MEMBERSHIP MANAGEMENT

We work hard to engage with our members and serve their needs. We publish monthly newsletters, hold quizzes, and respond to our members as efficiently as possible. Over 1,000 members responded to our surveys and questionnaires in 2015.

In December 2015, we launched the first ever global nuclear security survey programme to gauge practitioner attitudes and establish priorities for the future. The survey will also help us to measure progress against the WINS 10 External Objectives and we will report results on a periodic basis.

LEARNING GROWTH AND VALUES

Underpinning our operational programme is our desire to continuously improve what we do and to provide a better quality service.

This means we must use an honest, unbiased and comprehensive performance evaluation system; encourage innovation to improve the services and the technology on which we rely; and constantly scan the external environment for strategic developments and opportunities. Very importantly, it also means

that we have an empowering management and organisational culture that provides all staff with professional development opportunities to improve their competencies in line with our strategic objectives.

WINS LEARNING AND GROWTH PERSPECTIVE	Professional development of WINS staff	Innovation of services and technology	Comprehensive performance evaluation	Stakeholders feedback	Broad scanning of strategic developments
WINS VALUES	<div>Honesty Integrity</div> <div>Team collaboration</div>	<div>Professionalism</div> <div>Accountability</div>	<div>Commitment to quality and services</div> <div>Passion for innovation</div>	<div>Value driven</div> <div>Strategic thinking</div>	

We have developed a competency framework for each position within WINS based on our Values and use it as the basis for identifying professional development needs. We also encourage temporary assignments with WINS so individuals can gain work experience and so we can benefit from new perspectives.

FINANCIAL PERFORMANCE

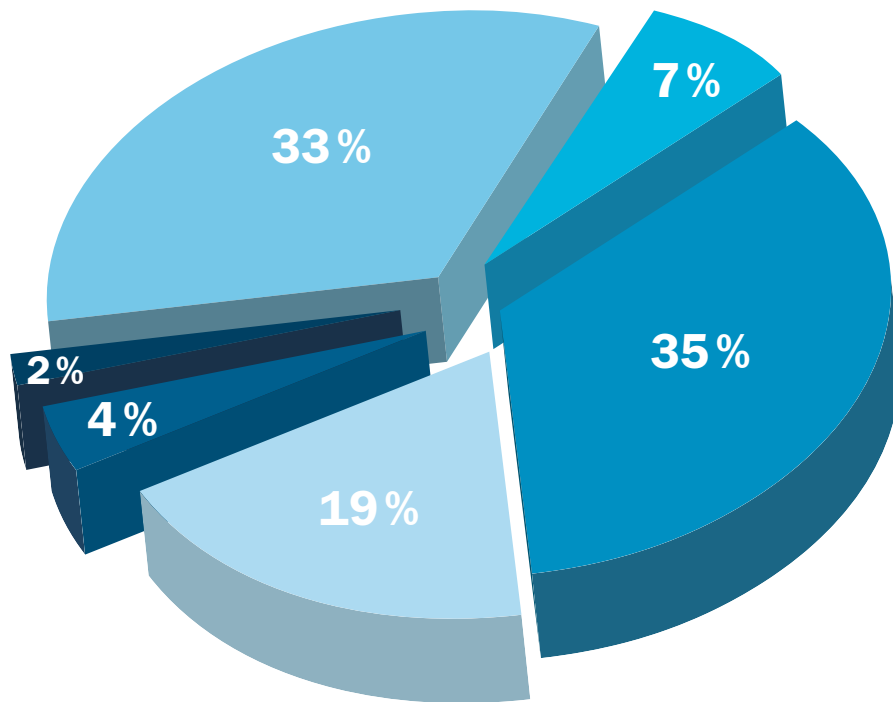
BALANCE OF FINANCIAL POSITIONS ON 31.12.2015

WINS Assets (A):	€ 3,135,176
Restricted funding for programme deliverables	€ 2,245,113
Unrestricted funding for corporate development	€ 395,970
Outstanding liabilities and provisions	€ 239,551
Total liabilities (L):	€ 2,880,634
Operating reserves (A-L):	€ 254,543

OVERVIEW OF INCOME AND EXPENSES IN 2015

Income from delivered programmes	€ 2,560,316
Corporate donations and other income	€ 324,066
WINS Income:	€ 2,884,382
WINS Expenses:	€ 2,550,711

The annual accounts for 2015 were audited by Deloitte in February 2016 and found to be entirely satisfactory.



ACTIVITY RELATED EXPENDITURE DISTRIBUTION

Over 90% of our annual operational budget in 2015 was directly allocated to stakeholder engagement and the WINS programme; the balance was allocated to WINS support processes.

- Stakeholder Engagement **19%**
- Sharing Operational Experience **33%**
- Knowledge Centre **7%**
- Training & Certification **35%**
- Quality Management & Control System **4%**
- Website & Communication **2%**

WINS TEAM (END OF 2015)



2016 TARGETS

STAKEHOLDER ENGAGEMENT

1. Contribute significantly to the 2016 Nuclear Industry Summit in Washington, D.C., in March and subsequent activities
2. Promote a WINS Academy Gift Basket at the 2016 Nuclear Security Summit in Washington, D.C., in March 2016
3. Actively participate in the December 2016 IAEA Nuclear Security Conference and other major IAEA events
4. Enhance WANO-WINS cooperation on safety/security interfaces
5. Further enhance stakeholder engagement

WINS PROGRAMME

1. Conduct a minimum of eight workshops, round tables or blended learning events and broadcast four webinars
2. Align all WINS Best Practice Guides with Academy Modules
3. Write and publish two Best Practice Guides, including one ISO 29990 Certification Guide for COEs around the world, and revise at least six others
4. Enrol 1,000 participants in the WINS Academy Programme and publish one Career Report for WINS Academy Certified Nuclear Security Professionals
5. Publish two Special Publications on Corporate Governance and Alternative Technologies to Radioactive Sources
6. Publish a Peer-Review and Self-assessment Guidance Document

INTERNAL PROCESSES

1. Implement the strategy through an effective operational roadmap
2. Reach the targets on improving internal efficiencies and leveraging resources
3. Implement comprehensive performance evaluation to support our strong learning culture



WINS Strategy Map

WINS EXTERNAL PERSPECTIVE

WINS VISION AND MISSION

WINS Vision

All nuclear and other radiological materials and facilities are effectively secured by demonstrably competent professionals applying best practice to achieve operational excellence

WINS 2020

WINS STAKEHOLDERS PERSPECTIVE

Civil Society

IAEA

Funders

Partners

Members

WINS FINANCIAL PERSPECTIVE

Strategic Development and Sustainability

STAKEHOLDER ENGAGEMENT

WINS INTERNAL PROCESSES

WINS Programme



SHARING OPERATIONAL EXPERIENCES

- Workshops
- Webinars
- Membership forum

Support Processes

Quality Management & Control Systems

WINS LEARNING AND GROWTH PERSPECTIVE

Professional development of WINS staff

Innovation of services and technology

WINS VALUES

Honesty Integrity

Professionalism

Commitment to quality and services

WINS Mission

To be the leader in professional development and certification for nuclear security management

External Strategic Objectives

Operators

Regulators

Policy Makers

Law Enforcement

Other sectors

Vendors

FUNDRAISING

PROMOTION OF STRATEGIC OBJECTIVES



KNOWLEDGE CENTRE

- Best Practice Guides
- Special Reports
- Competency framework



TRAINING AND CERTIFICATION

- On-line and blended learning
- Certification exams
- Alumni network



EVALUATION

- Self assessment tools
- Organisational competency assessment
- Peer reviews

Website & Communication

Membership Management

Comprehensive
performance evaluation

Stakeholders feedback

Broad scanning of
strategic developments

Value driven

Team
collaboration

Accountability

Passion for
innovation

Strategic thinking



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OUR VISION

All nuclear and other radiological materials and facilities are effectively secured by demonstrably competent professionals applying best practice to achieve operational excellence

OUR MISSION

To be the leader in professional development and certification for nuclear security management