



WORLD INSTITUTE FOR  
NUCLEAR SECURITY

# QMS WINS QUALITY MANAGEMENT SYSTEM MANUAL

Rev. 8

Controlled Copy

**COMPANY PROPRIETARY INFORMATION**

Prior to use, ensure this document is the most recent revision by checking the Master Document List.

# **QMS WINS QUALITY MANAGEMENT SYSTEM MANUAL**

As the Executive Director of WINS I acknowledge my responsibility to uphold the quality of our organisation but also expect every staff member and contractor working for WINS to demonstrate the same commitment and ownership of quality standards and a drive for continuous improvement in our processes and performance.



Dr Roger Howsley  
Executive Director

## CONTENTS

<b>1. INTRODUCTION</b>	<b>3</b>
Who we are	3
Our vision and our mission	3
Our quality objectives	4
Scope of QMS	4
Reference to ISO 9001 Standards	4
Permissible Exclusions	4
Justification	4
<b>2. MANAGEMENT COMMITMENT AND RESPONSIBILITIES</b>	<b>5</b>
WINS Board	5
Executive Director	5
<b>3. QUALITY PROCESSES</b>	<b>5</b>
<b>4. LANDSCAPE OF WINS PROCESSES</b>	
<b>5. PUBLISHING BEST PRACTICE GUIDES</b>	<b>5</b>
Why we publish Guides	5
Responsibility	5
More details	5
<b>6. DELIVERING WORKSHOPS</b>	<b>6</b>
Why we deliver workshops	6
Responsibility	6
More details	6
<b>7. MANAGING THE WINS WEBSITE</b>	<b>6</b>
Why we manage our website	6
Responsibility	6
More details	6
<b>8. ADMINISTERING OUR MEMBERSHIP</b>	<b>6</b>
Why we need to administer our membership	6
Responsibility	6
More details	6
<b>9. INTERNATIONAL RELATIONS AND COOPERATION ACTIVITIES</b>	<b>7</b>
<b>10. PROVIDING RESOURCES</b>	<b>8</b>
Work environment	8
Human resources	8
Staff development	8
<b>11. MONITORING QUALITY AND CONTINUAL IMPROVEMENT</b>	<b>9</b>
Monitoring	9
Document Control	9
Financial management	9
Internal Audit	9
Corrections	10
Staff performance	10
Continual improvement	10

## 1. INTRODUCTION

This manual describes our Quality Management System and our main processes. We've developed processes and ways of working that enable us to:

- understand and meet the needs of our members and nuclear security professionals
- demonstrate the important role we play in the nuclear security community.

### Who we are

WINS (the World Institute for Nuclear Security) provides an international forum for those accountable for nuclear security to share and promote the implementation of best security practices. We encourage and promote discussion and exchange of best security practice in a collaborative atmosphere so that security professionals can learn from one another.

We were launched in 2008 and commenced operations in January 2009. In the first three years, WINS published 25 International Best Practice Guides on Nuclear Security Management (published in up to eight languages), and held 25 international workshops on five continents to support the development of the Guides and to share best practice. WINS membership, both Corporate and Individual, grew in the first three years to more than 1000 members, both corporate and individual, in over 60 countries.

Government departments and non-governmental organisations (such as Foundations) provide our funding.

### Our vision and our mission

#### OUR VISION

To help improve security of nuclear and high hazard radioactive materials so that they are secure from unauthorised access, theft, sabotage and diversion and cannot be utilised for terrorist or other nefarious purposes.

#### OUR MISSION

To provide an international forum for those accountable for nuclear security to share and promote the implementation of best security practices and to promote professional development at all levels of nuclear-related organisations.

## **Our quality objectives**

Our ultimate objective is to improve the effectiveness and efficiency of security arrangements for nuclear and other radioactive materials and thus reduce the chance of nuclear terrorism, to promote security leadership worldwide and the professional development opportunities for those persons with accountabilities for security.

To achieve this we:

- provide opportunities for nuclear security professionals to share and promote best practices
- encourage and attract key operational practitioners, who have accountability for on-the-ground security of nuclear and other radioactive materials, to become members
- publish written materials that describe Best Practices and provide a basis for professional development
- ensure that our published International Best Practice Guides represent the latest managerial and organisational thinking and practices
- hold workshops whose aim is to identify and share Best Practices and contribute to the development of professional development competencies
- enable members of the nuclear security community to communicate with each other, to discuss the important issues and share lessons learned
- develop and support an online community where nuclear security professionals can look for information or collaborate with others to exchange best practices
- create a collective knowledge base that provides important sources of information, experience and best practice that is not available anywhere else

## **Scope of QMS**

Services, events and products that we provide:

- Publishing Best Practice Guides and other special reports, including Professional Development materials to be made available via the WINS Academy
- Delivering workshops
- WINS website platform for our members
- Implementing international relations and cooperation activities

## **Reference to ISO 9001 Standards**

ISO 9001:2008

## **Permissible Exclusions**

Exclusion of: 7.6 “Control of monitoring and measuring equipment”

## **Justification**

Due to the nature of our organisation and our activities, quality management requirements within Clause 7.6 of ISO 9001:2008 cannot be applied and are excluded from the scope of our QMS – Clause 1.2 of ISO 9001:2008. We do not have physical production and are not in possession of monitoring and measuring equipment.

## **2. MANAGEMENT COMMITMENT AND RESPONSIBILITIES**

WINS is an Executive Director led organisation and operates under strategic direction and oversight of WINS Board of Directors. The Executive Director is responsible for all aspects of the WINS Quality Management System and for approving associated policies.

For a full description of the roles and responsibilities of the Board and the Executive Director, refer to:

P02 WINS Reserved Powers of the Board and Delegated Powers of the Executive Director

### **WINS Board**

### **Executive Director**

WINS Statute defines our Board's responsibilities.

The Executive Director has overall responsibility for the Quality Management System and reports directly to the Board.

## **3. QUALITY PROCESSES**

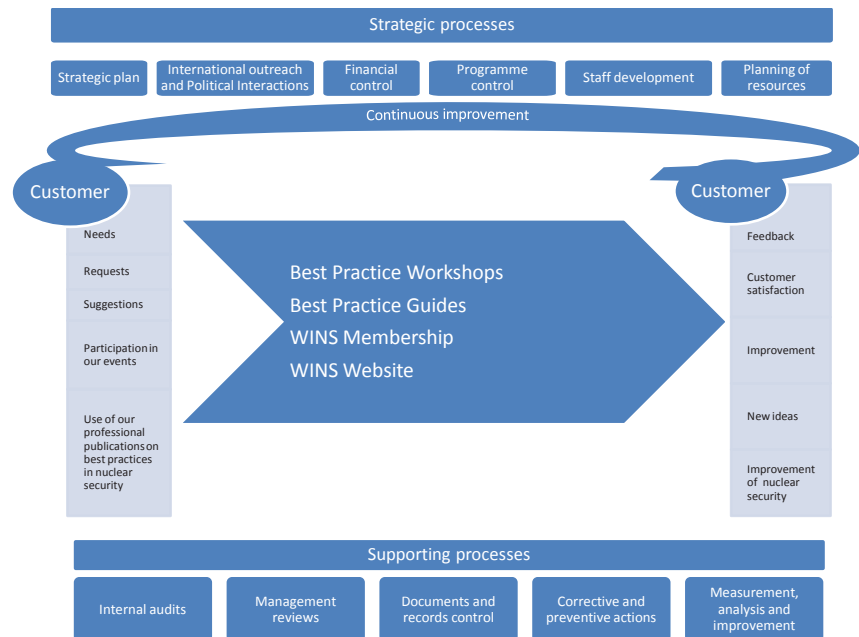
Our processes enable us to achieve our quality objectives. We have developed them to allow us to continually improve our services and our activities. Because we are always looking for ways to share best practices among the nuclear security community, our processes need to be flexible, creative and dynamic.

On the following pages, we've described our main processes:

- Landscape of WINS Processes
- Publishing Best Practice Guides and other Professional Publications
- Delivering workshops
- Managing the WINS website
- Administering our membership

## 4. LANDSCAPE OF THE WINS PROCESS

The key processes that determine WINS activities are depicted in the diagram below. In all cases, WINS strives to be a service related organisation, conscious of the need for continuous improvement and the importance of quality.



## 5. PUBLISHING BEST PRACTICE GUIDES

### Why we publish Guides

We want to publish written materials that focus on the issues most likely to affect nuclear security implementation. Our Guides contain best practices, free from any classified or sensitive information, written for the broadest possible audience. We offer versions in Arabic, Chinese, English, French, Japanese, Russian, Spanish, Portuguese and Korean.

### Responsibility

Head of Programmes

### More details

- P13 WINS Developing and Publishing Best Practice Guides Procedure
- P08 WINS Document and Record Control Procedure
- W03-1 BPG Template

## 6. DELIVERING WORKSHOPS

### Why we deliver workshops

We want to deliver workshops on topics that are relevant for the practical implementation of nuclear security. We have a schedule of proposed workshops which we announce on our website and invite members, and other key security practitioners, to attend. We can also deliver closed workshops if requested by the co-host.

### Responsibility

Head of Programmes

### More details

P14 WINS Organising and Conducting Best Practice Workshops Procedure

## 7. MANAGING THE WINS WEBSITE

### Why we manage our website

We regard our website as the face of WINS. We use it to:

- offer materials and information with a clear operational focus that cannot be obtained anywhere else
- provide a forum where the nuclear security community can communicate with us and with each other, creating networks and enhancing their expertise
- promote our expertise and value to attract new members
- communicate on past and forthcoming WINS events and publications
- promote our activities in ways that encourage applications from people that are accountable for nuclear security and will actively support us
- promote feedback from our members and make sure we respond to the needs of the nuclear security community
- encourage members to participate in events, collaborate in the online community and contribute to materials we publish

### Responsibility

Project Manager

### More details

P15 WINS Website Management Procedure

## 8. ADMINISTERING OUR MEMBERSHIP

### Why we need to administer our membership

To successfully achieve our quality objectives, we need to administer our membership in a number of ways:

- Respond to applications in a timely way
- Ensure that the membership database is current to facilitate correspondence and analysis
- Refer any membership problems to the Executive Director

### Responsibility

Office Administrator

### More details

P16 WINS Membership Administration Procedure

## 9. INTERNATIONAL RELATIONS AND COOPERATION ACTIVITIES

### Why we do this

International outreach and political interactions are a strategic part of WINS activities and aim to inform governments, international organisations, the nuclear industry, associations and the general public of WINS activities in order to:

- Promote understanding
- Generate political and financial support
- Promote international coordination and cooperation
- Develop partnerships
- Raise awareness of nuclear security
- Raise WINS profile

### Responsibility

WINS Executive Director will provide biannual reports on these activities to the Board and, together with the Board, determine future strategy and actions.

### More details

WINS Strategy for International Relations, Outreach Activities and Political Interactions

## 10. PROVIDING RESOURCES

### Work environment

The Executive Director and Board are responsible for helping to ensure that we have the resources needed to implement our processes and continually work to innovate and improve them.

Annually, the Executive Director completes a plan for the coming year, which includes our requirements for our work environment, financial resources and staff, and the Board reviews and approves the strategy, as appropriate.

### Human resources

Our staff contribute to our success in achieving our goals and raising our profile. The Executive Director ensures that people are assigned to projects or tasks, based on their education, training, skills or experience.

We identify the knowledge and skills required for activities in our processes and review the training needs of staff on a regular basis. We make sure everyone understands the relationship between what they do and achieving our quality objectives.

For the current staff organisational chart, see WINS Organisational Chart.

For more information, see our P03 WINS Working Arrangements Procedure.

### Staff development

WINS is committed to staff development and encourages and offers each member of WINS staff opportunities to develop new skills as part of their own personal development, including personal coaching. For more information, see our P07 WINS Staff Professional Development Procedure.

## 11. MONITORING QUALITY AND CONTINUAL IMPROVEMENT

### Monitoring

Each of our processes has a stage where we assess and monitor feedback on outcomes and results. The stage is shown in each of our process diagrams. There is also a section covering the benchmarks we use for assessments and measurements.

The Executive Director takes an active role in achieving, and continually improving how we respond to the needs and requests from different organisations and governments and their feedback. This includes a review of external feedback and taking appropriate actions.

We define the key performance indicators and monitor and measure our performances against set targets.  
For the latest overview of KPIs, see WINS Key Performance Indicators.

### Document Control

Documents and records required by the quality management system are controlled according to the Clause 4.2.3 and Clause 4.2.4 of ISO 9001:2008.

For more information on our standards for document control, see our P08 WINS Document and Record Control Procedure.

### Financial management

We have defined internal accountabilities and appointed third party external auditing arrangements to ensure a regular control of our finances and in the accuracy and adequacy of our expenses.

We aim to achieve the following:

- our operations and projects comply with our financial control policies
- our projects finish on time and within budget
- our staff report on the adequacy of our resource levels
- our Board and our funding organisations are satisfied with our progress and financial reports

For more information, see our P05 WINS Financial Procedure.

### Internal Audit

In compliance with Clause 8.2.2. of ISO 9001:2008, we conduct internal audits at planned intervals to determine whether the quality management system:

- a) conforms to the requirements of this International Standard and to the quality management system requirements established by the organisation, and
- b) is effectively implemented and maintained.”

For more information on our internal audit programme, see our P09 WINS Internal Audit Procedure.

## **Corrections**

We make every attempt to identify errors or weaknesses in our processes, determine their causes and identify actions to prevent their occurrence or recurrence. These are recorded during our review meetings and are subsequently actioned.

Our procedures for corrective and preventive actions are in line of Clause 8.5.2 and 8.5.3 of ISO 9001:2008.

For more information, see our:

- P10 WINS Control of Non-conformances Procedure
- P11 WINS Corrective Actions Procedure
- P12 WINS Preventive Actions Procedure

## **Staff performance**

The Executive Director meets with each member of staff at least twice a year to assess their performance and agree targets. Each person prepares a brief assessment of their achievements during the preceding period and proposes goals and targets for the forthcoming period, including personal development needs.

The performance discussion covers topics such as:

- successes in achieving or exceeding personal goals and making an outstanding contribution to WINS,
- the identification of any obstacles or difficulties in achieving the objectives and proposed improvements
- training and Professional Development needs and opportunities
- a reiteration of the importance of adhering to our quality standards and Code of Conduct (P01 WINS Code of Conduct)

## **Continual improvement**

We review our policies and procedures each year and update them if necessary to reflect changes in our organisation and our culture. This update can include, if needed, a review of our quality policy and quality objectives.

Within our processes, we assess and measure outcomes and results. This gives us insight into potential requirements or causes for issues. We can use these insights to consider changes to processes, training for our staff or creative ideas for offering new events or materials.



### **OUR VISION**

To help improve security of nuclear and high hazard radioactive materials so that they are secure from unauthorised access, theft, sabotage and diversion and cannot be utilised for terrorist or other nefarious purposes.

### **OUR MISSION**

To provide an international forum for those accountable for nuclear security to share and promote the implementation of best security practices.

