



**WINSACADEMY**

**The WINS Academy** Security Certification Programme

# SUPPORT TO DEMONSTRABLE COMPETENCE

FOR WINS SUPPORTERS AND FUNDERS



# Why The WINS Academy?

*“Being demonstrably competent or professionally certified to do your job is the norm in nearly all professions, be it medicine, teaching, engineering, project management or a host of other professional endeavours.”*

No one would consider attending an appointment with a lawyer, accountant, or dentist unless they were confident that the person was professionally certified. And in nearly every case, the evolution of professional certification has followed a common path – academic qualifications followed by vocational training and certification to ensure that the individual has the proper practical experience to undertake their duties.

This process of developing competence is the hallmark of Professionalisation and leads to an identifiable mark of quality that is attached to practitioners.

It is highly likely that many of the accountants, engineers and safety professionals employed in the nuclear industry belong to chartered institutes that certify their competence on an on-going basis. But the same does not seem to be at all common for security professionals and others with senior managerial or regulatory responsibilities relating to security.

In fact, our research has indicated, based on conservative estimates, that there are likely to be over 200,000 personnel worldwide with accountabilities for the security of nuclear

and other radioactive material. Assuming that the average annual staff turnover is 10%, the on-going demand for professional training is of the order of 20,000 people per year. Few of these personnel have opportunities to receive professional development and become certified. WINS is working to address this gap.

States have an opportunity at any time to announce their intention to support the WINS Academy, but the next Nuclear Security Summit to be held in The Hague in 2014 is an ideal focal point to make such a commitment. We encourage you to endorse the concept and provide financial assistance. As a not for profit organisation with a reputation of providing excellent value for money and affecting lasting change, we believe that this programme will be a major step forward in improving the effectiveness of nuclear security implementation.

*Dr. Roger Howsley  
WINS Executive Director  
January 2014*

# Design of the Academy Programme

Our goal with the design of the Academy Programme is simple: we are developing Modules that teach security as a strategic, operational activity to be implemented across the organisation as a fundamental aspect of risk management and corporate reputation, led by the Board and its Executive Managers. Such a programme will lead to demonstrable and sustainable nuclear security management competence and, ultimately, improve leadership and the effectiveness of nuclear security implementation and regulation.

The design of the WINS Academy programme, consistent with IAEA guidance, is centered around a Foundation Module which sets out the strategic issues that relate to Nuclear Security and addresses the challenge of how Operators can establish best practices for implementing a security programme at nuclear facilities.

Implementing a nuclear security programme requires the cooperation and collaboration of a number of key organisational roles, each of who have contributions to make for the most effective way to design, regulate, and manage a facility that uses nuclear or other radioactive material. While it is not possible to anticipate every situation, we can identify at least eight groups that have a direct involvement and/or contribution to make to any facility-level nuclear security programme in any State. We believe that they should each have professional development courses designed for their role and accountabilities.



*Key organisational roles in the Nuclear Security Programme*

# Status of the Programme

WINS first announced the Academy concept at the March 2012 Nuclear Industry Summit in Seoul, Republic of Korea. Since that time we've achieved a number of milestones in the development of the programme, from the initial publication of our strategy; to extensive market research, validation, and promotion of a brand new approach to nuclear security professionalisation; to the design and outline of a measurable certification programme.

The table opposite shows the work we have done to support and validate the development of the Academy.



## 1

### Phase 1: GENESIS

- Feedback from workshops/events on the lack of Professional Development (PD) in nuclear security
- Identified need for certification programmes for personnel with security accountabilities
- Announcement of Academy concept at Seoul Nuclear Industry Summit, March 2012
- Publication of first Academy Strategy

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### Phase 5: DESIGN

- Publication of Best Practice Guides: Developing Competency Frameworks for Managers with Nuclear Security Accountabilities; Nuclear Security for Scientists, Technicians and Engineers; Human Reliability
- Identification of Key Stakeholder Groups
- Design structure and establish budget for the WINS Academy Programme
- Selection of the world's leading education company as partner for online programme
- Adaption of professional education model for design of 9 modules – a core Foundation Module and 8 electives

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**Phase 2: MARKET RESEARCH**

- Research into certified PD in other sectors including Aviation and Medicine
- Research into certification programmes available to nuclear security professionals
- Research into PD delivery including online training and certification: costs, logistics, best practice
- "Gap Analysis" conducted to identify scale of security professional development needs in nuclear and medical sectors

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**Phase 3: CONCEPT VALIDATION**

- First-hand experience of online certified PD programmes
- Chair of IAEA Nuclear Security Support Center Working Group B - Confirms PD Gap
- December 2012 Expert Roundtable generates design concepts and revision of strategy
- 2013 workshops in Jordan and UAE to pilot concepts
- Achievement by WINS of ISO 9001 Certification to underpin the quality management systems in support of professional certification

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**Phase 4: PROMOTION**

- Promotion of certification at multiple conferences, including IAEA events, and through a number of publications.
- Publication of Revised Academy Strategy
- Partnership discussions with institutes and centres of excellence, worldwide
- Participation and coordination with the International Nuclear Security Education Network
- Promotion of certification with young professional networks

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**Phase 6: IMPLEMENTATION  
(Current Status)**

- Drafting of Foundation and elective Modules (STE elective will be the first one) to establish philosophy and set expectations
- Modules peer reviewed for content and technically edited
- Modules reviewed for professional educational assessment
- Modules designed for online platform
- Competency-based certified test questions designed with educational psychologists

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**Phase 7: LAUNCH**

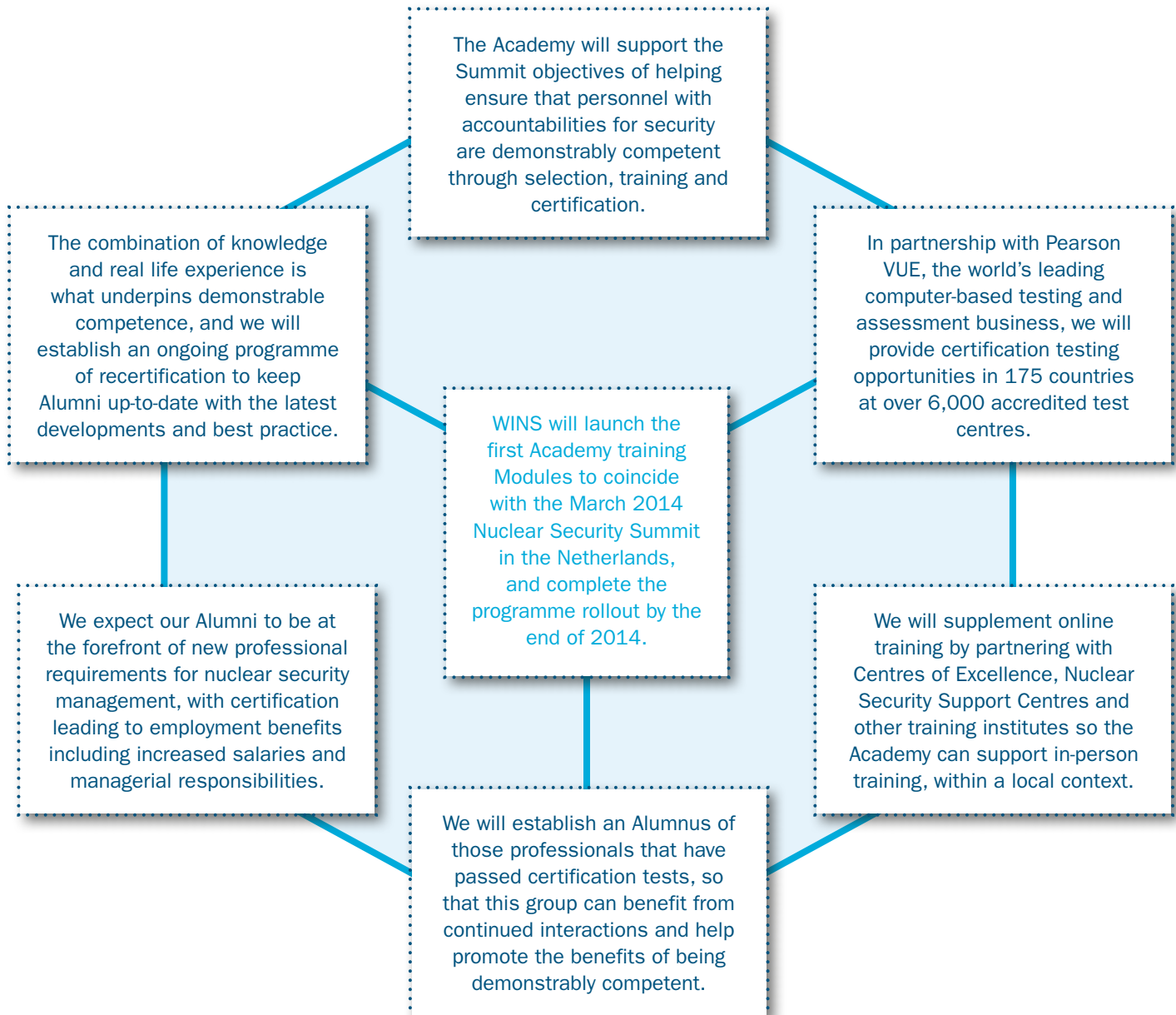
- Policy for applicants and associated funding requirements established
- Testing of Academy Programme and trial runs
- Promotion of Certification Programme and Advertising
- Launch of Certification Programme in 175 countries, coincident with the 2014 Nuclear Security Summit in the Netherlands
- Programme rollout complete in 2014
- Establish Contribution Fund for the Academy

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**Phase 8: SUSTAINABILITY**

- Financially self-sustaining by 2016
- Establishment of WINS Academy Consultation Group
- Outreach to Partner Organisations to endorse certification programme and deliver blended courses
- Marketing to prospective participants
- Establishment of Alumni network of successful students
- Establishment of recertification requirements and continuing education programme
- Measurement of success and outcomes - review and continuous improvement

# The Launch of the Academy



# Academy Costs and Sustainability

WINS believes that it should be possible to demonstrate the added value of professional training and development because the cost of providing training can be high; we have estimated the cost of some other “nuclear security awareness training courses” to be at least €2,500 per participant, for a series of lectures over a few days. Unless this leads to a measurable and sustainable difference in nuclear security effectiveness it is probably a waste of money. Questions to answer include:

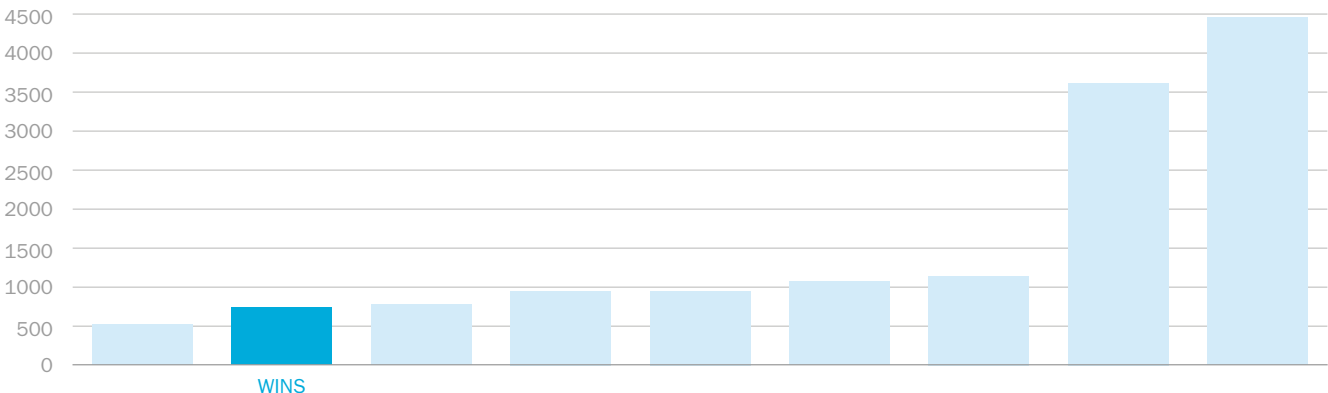
- **Does the person being trained need the training to discharge their responsibilities?**
- **Do you assess whether the person has understood the training?**
- **Do you assess whether the training is leading to sustainable changes over the longer term?**
- **Does the training build local capacity and reduce the need for external financial support?**

The WINS Academy will address all these questions and provide a highly cost-effective programme which is expected to be financially self sustaining from 2016, as more

participants pay to take the courses and the certification tests. We expect the certified courses to cost about €750 to complete, and there will be incentives to take and pass the tests. We recognise the importance of supporting applicants from developing countries and we plan to make scholarships available, and also allow partners to buy redeemable vouchers in bulk for discounted pricing.

Over the first two years the Academy will need financial support to help get established and a number of governments, Foundations and Corporate members of WINS are providing the initial financial support. WINS is planning on establishing a Contribution Fund to which supporters can contribute and an Academy Consultation Group of the major supporters to help guide the development of the WINS Academy over the years ahead, so that it becomes sustainable.

For more information, please consult the “Academy Costs and Sustainability” article on the Latest WINS News section of our website: [www.wins.org](http://www.wins.org)



*The Academy Programme compared to other certification programmes (in euros)*



# WINS**ACADEMY**

## **THE WINS ACADEMY VISION**

All personnel with management accountabilities for nuclear security are demonstrably competent and provided with opportunities to become professionally certified.

## **THE WINS ACADEMY MISSION**

To be the catalyst for professional development, knowledge exchange and leadership innovation in nuclear security management.

The WINS approach is collaborative in nature as we seek to help ensure the peaceful use of nuclear technology and the security of nuclear materials worldwide. We seek to achieve this goal by offering expertise through a library of best practices created by industry insiders. We provide training and qualifications for people who have responsibilities for the management of nuclear security and by arranging workshops, seminars and evaluations which allow industry participants to work together towards a common goal of Nuclear Security Excellence.

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