

# THE JOURNEY SO FAR

6-year Review of WINS' Achievements



WORLD INSTITUTE FOR  
NUCLEAR SECURITY

# FOREWORD

It is my pleasure to present this report on the journey that the World Institute for Nuclear Security (WINS) has taken since its inception six years ago and to identify the priorities and challenges we see through to 2020. We have produced this report to demonstrate the progress that WINS has made in supporting the international nuclear security regime through the establishment and sharing of best practices and the promotion of excellence and professionalism in nuclear security implementation. This has only been possible thanks to the support we have received from the organisations that provide us with funding and from our members (currently 2,700 in over 110 countries), who have provided their time, commitment and expertise to the development of best practices.

We never take this support for granted, and we work hard to create events, publications and professional development materials that are relevant and effective. Since our inception, we have:

- Produced 33 International Best Practice Guides and published them in up to 10 languages.
- Delivered over 60 International Best Practice Workshops in over 20 countries.
- Launched the WINS Academy, the first online programme in the world for nuclear security management.
- Achieved and sustained ISO9001:2008 certification for our quality management processes.
- Achieved ISO29990:2010 certification and an international award for our learning processes.
- Been evaluated via 8 external financial audits that have verified our high standards and full compliance with accountancy requirements.

Through these accomplishments, WINS has established an international reputation for quality, efficiency and effectiveness. We have developed key partnerships with governments, international organisations, professional societies and industry and other stakeholders, and over 92% of our members say they have modified their approach to nuclear security because of their interactions with WINS. Our strong relationship with the International Atomic Energy Agency (IAEA) and our support for its programme are of special importance. Consequently, we believe our efforts to improve nuclear security implementation are making a real difference.

I am particularly proud to have led a dedicated, talented and hardworking team of staff – never more than 10 in number – on the journey so far, and I commend them for their professionalism and commitment to achieving WINS’ objectives. I also thank the WINS Board for its strategic guidance and support.

This report is structured around three phases that represent our journey to date. We know that the journey to achieve excellence in nuclear security implementation will continue and that we will face new challenges, but we are determined to continue doing what we can to make the world a more secure and safer place. We need your help to achieve this objective and encourage you to support our mission and provide financial assistance.



**DR. ROGER HOWSLEY**  
**WINS Executive Director and Co-Founder**

March 2015

2008-2010

# SETTING OUT

2010



## THE JOURNEY IN NUMBERS

WINS Workshops held by the end of 2010: **11**

WINS Best Practice Guides published by the end of 2010: **12**

WINS Publications translated in up to **7** languages

WINS Members at the end of 2010: **550** in over **50** countries

Results from the 2010 Member Satisfaction questionnaire:

**98.5%** say they benefit from WINS membership.

**91.4%** say the WINS guides are effective for self-assessment.

**97.9%** say WINS workshops are innovative.

**84.5%** have modified their approaches to security because of WINS.

WINS Board members at the end of 2010: **5**

WINS staff at the end of 2010: **7**

## SETTING OUT 2008-2010

The World Institute for Nuclear Security was launched on 29 September 2008 at the 52<sup>nd</sup> IAEA General Conference in Vienna, Austria, and announced by former U.S. Senator Sam Nunn. Accompanying him were Samuel Bodman, Secretary of Energy, U.S. Department of Energy (DOE); Dr. Mohammed ElBaradei, Director General of the IAEA; Ambassador Bengt Johansen of Norway; Charles B. Curtis, President of the Nuclear Threat Initiative (NTI), Nancy-Jo Nicholas, Former President of the Institute for Nuclear Materials Management (INMM), and Anita Nilsson, Director of the IAEA Office of Nuclear Security.

WINS was the product of a thorough, 3-year planning effort undertaken with the leadership of NTI, INMM and U.S. DOE, with active participation from the IAEA and an international working group. It was launched as a first-of-its-kind organisation with a clear vision and mission:

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.

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

### September 2008

WINS is launched at the 52<sup>nd</sup> IAEA General Conference in Vienna.



## SETTING UP THE ORGANISATION

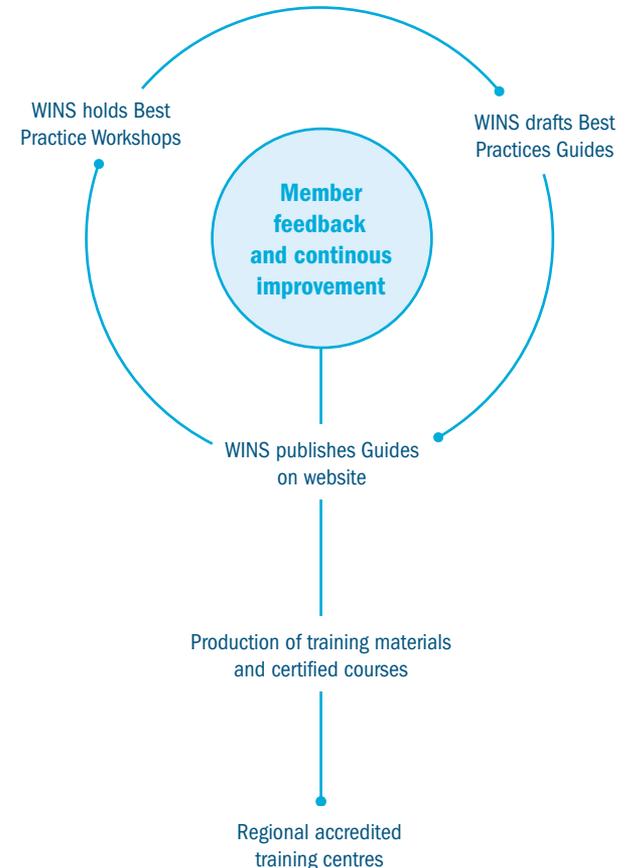
WINS was legally formed as an Austrian Association in October 2008. In January 2009 we opened our offices in Vienna and started operations. In September 2010 WINS was granted International Non-Governmental Organisation (INGO) status by the Austrian Ministry of Foreign Affairs.

To support the development of the organisation, the WINS Board of Directors was expanded from its two founding members, Charles Curtis, NTI (Chair) and Nancy-Jo Nicholas, LANL/INMM (Deputy Chair), to five Board members. These outstanding leaders proved instrumental in developing WINS' vision and mission: Jean-Noël Poirier of AREVA, Duncan Hawthorne of Bruce Power, and William Tobey of Harvard University's Belfer Center for Science and International Affairs.

By the end of 2010 WINS had expanded its staff to 7 members, provided opportunities for selected international secondees and established its internship programme, providing young professionals with the opportunity to contribute to the development of WINS activities. Concurrently, we established a quality management system covering the main WINS processes, whereby all policies were performance-based, and their implementation was measurable and measured.

## DEVELOPING THE OPERATING MODEL

The WINS Operating Model, which is depicted in the figure opposite, was developed in the first 12 months of operation. The figure shows a progression from the Best Practice Guides developed from our Workshops to the future production of training materials and certified courses that could be used at training centres worldwide. This model pre-dated and anticipated the growth of the Nuclear Security Support Centres (NSSCs) that have been launched in many countries in the last few years.



**January 2009**

WINS opens its offices in Vienna.



**April 2009**

WINS membership is launched.



## THE JOURNEY IN QUOTES

*WINS is a place where for the first time those with practical responsibility for looking after nuclear materials – governments, power plant operators, laboratories, universities – can swap ideas and develop best practices.*

- Quote from The Economist (October 2008)

*The Symposium noted with great satisfaction the creation of the World Institute of Nuclear Security with headquarters in central Vienna. WINS will bring together a number of organisations having a direct involvement in the security or protection of nuclear materials. WINS should not duplicate the IAEA activities carried out at governmental level, but should establish a constructive relationship with the IAEA with the objective of bringing the work of the IAEA down to the grass root level, to those people and organisations that make a difference in effective physical protection.*

- BRUNO PELLAUD at the IAEA International Symposium on Nuclear Security (April 2009)

## BUILDING A NUCLEAR SECURITY COMMUNITY

Based on feedback from its growing membership, WINS identified the core issues that most influence the effectiveness of security implementation and organised its work around them.

### Membership

WINS launched its membership on 31 March 2009 at an event held at the Austrian National Library in Vienna. The event was attended by over 450 guests, with remarks from Mr Ken Baker, Principal Assistant Deputy Administrator for Defense Nuclear Nonproliferation (DOE-NNSA) and Mr Tomihiro Taniguchi, Deputy Director General of the IAEA.

By the end of 2010, WINS had succeeded in attracting 550 members from government, industry and related organisations with direct involvement in the security or protection of nuclear materials in over 50 countries. WINS continued efforts to engage with its members: quarterly newsletters were circulated to members highlighting progress, and an annual questionnaire was set up to obtain feedback from our members' network.

### Workshops

To attract support from the best nuclear security specialists in the development of international best practices, WINS established partnerships with existing organisations and successfully introduced innovative methods to increase participant interaction at its workshops. By the end of 2010, over 450 people had attended a WINS workshop, and participant feedback was outstanding.

### Best Practice Guides

Based on member feedback and themed workshops, WINS had developed and published a suite of 12 International Best Practice Guides (translated into 7 languages) by the end of 2010. Each guide included a Self-Assessment Questionnaire that enabled practitioners to evaluate their own performance – from Ineffective to World Class.

## May 2009

WINS' inaugural Best Practice Workshop takes place in Cumbria, United Kingdom.

### The World Institute for Nuclear Security (WINS)

Inaugural Workshop, Cumbria, UK

Dr Roger Howsley  
Executive Director, WINS

5<sup>th</sup> - 8<sup>th</sup> May 2009

## Strategic Partnerships

To promote awareness of WINS' work, we focused on engagement with a number of key stakeholders, including national governments, corporate entities, national security regulators and trade associations. Close consultation took place with the IAEA during the development of WINS, and this constructive relationship has continued throughout the developmental years of the organisation. WINS set itself the task of supporting and enhancing the IAEA's work wherever possible, and the working relationship between WINS and the IAEA remains cordial, mutually supportive and effective.

One of the highlights of 2010 was WINS' participation at the Nuclear Industry Summit (NIS) held in Washington, D.C. in April 2010, coincident with the Nuclear Security Summit (NSS) hosted by President Obama for world leaders. A number of governments pledged support for WINS in their national statements; furthermore, the agreed work plan highlighted the importance of promoting a strong security culture and sharing best practices: actions directly aligned to WINS' Mission.

*"The United States strongly supports the World Institute for Nuclear Security as an effective forum for sharing best security practices, based on its broad membership in 44 countries, representing private industry, police, government agencies, state regulators and national laboratories. We will continue to provide financial support and expertise and encourage other countries to do so as well".*

– National Statement of the United States, 2010 Nuclear Security Summit

*"For the purpose of promoting the sharing of best practices regarding nuclear security, the World Institute for Nuclear Security (WINS) has been established. Japan highly values the contributions made by WINS, and will host an international conference of WINS this year in order to help to increase awareness about the importance of nuclear security in industrial circles".*

– National Statement of Japan, 2010 Nuclear Security Summit

## The WINS Brand

We recognised from our inception that the way we operate and engage with our stakeholders and members would be critical to the success of the Mission. Consequently, WINS has developed and maintained a brand image and set of values by which we have become known and respected for professionalism and relevance. Our website, an essential tool for communicating with members and promoting best practices, underwent significant developments in 2010, providing members with reports on all of WINS workshops, a calendar of events, and a wide range of additional information in seven languages.

### September 2009

The first WINS Best Practice Guide, titled *Nuclear Security Culture*, is published.



### April 2010

Dr. Roger Howsley, WINS Executive Director, attends the 2010 Nuclear Industry Summit, coincident with the Nuclear Security Summit, in Washington.



## FUNDING SUPPORT

WINS was established by foundation grants from NTI, the U.S. DOE, the Norwegian Government and the Canadian Government. Subsequently, the United Kingdom Foreign and Commonwealth Office (UK FCO) and the U.S. State Department (Partnership for Nuclear Security or “PNS”) also pledged their support. These grants played a central role in the future of WINS and its success, and we are immensely grateful to the sponsors and supporters who understood and believed in WINS’ vision from the start.

## SETTING OUT: SUMMARY OF ACHIEVEMENTS

- P WINS established itself as a politically credible organisation and built an international reputation.
- P WINS developed key partnerships with governments, international organisations (namely the IAEA) and initiatives, as well as with nuclear operators.
- P WINS became a valuable international forum for the exchange and promotion of nuclear security best practices.
- P WINS – as a member-driven organisation – encouraged continuous membership engagement and provided a useful service to its members.
- P WINS began addressing the potential “gaps” in security regimes.

### September 2010

WINS’ Essay Contest begins, and a special collection of essays on nuclear security titled *Closing the Gap* is published.



### September 2010

WINS adopts a 14th century book on medical best practices from the Austrian National Library.



### September 2010

WINS changes its legal status from an Association to an International Non-Governmental Organisation.



2011-2013

# THE SECOND BASE CAMP

2013



## THE JOURNEY IN NUMBERS

WINS Workshops held by the end of 2013: **49**

WINS Best practice Guides published by the end of 2013: **29**

WINS Special Publications published by the end of 2013: **6**

WINS Publications translated in up to **10** languages

WINS Members at the end of 2013: over **1775** in **98** countries

Results from the 2013 Member Satisfaction questionnaire:

**96.5%** say they benefit from WINS membership.

**95.8%** say the WINS guides are effective for self-assessment.

**98.4%** say WINS workshops are innovative.

**90.6%** have modified their approaches to security because of WINS.

WINS Board members at the end of 2013: **7**

WINS staff at the end of 2013: **9**

## THE SECOND BASE CAMP 2011 – 2013

2011 marked the end of our Foundation Period, which focused on the production of a suite of value-adding publications to support effective nuclear security management. From 2012 onwards, we concentrated on creating professional development materials that allow practitioners to take certified courses recognised for their quality, effectiveness and relevance. WINS strived to retain its flexibility and constantly scanned the international environment for opportunities to contribute to achieving higher standards of nuclear security implementation.

### A FORUM FOR NUCLEAR SECURITY BEST PRACTICES

By the end of 2013 – in line with our commitment to identify and share nuclear security best practices – WINS had completed a series of 29 International Best Practices Guides covering a wide range of topics on nuclear security and published them in up to 10 languages. In addition, WINS produced 6 Special Publications on emerging issues, including a Special Publication on *Time for an Integrated Approach to Nuclear Risk Management, Governance and Safety/ Security/Emergency Arrangements*. The Special Publication grew out of lessons learned from the Fukushima incident and demonstrated the inter-linkage between nuclear safety, security and emergency planning/response, as well as the need to integrate these functions. We also published papers on *The Use of Market Mechanisms to Improve Security in the Commercial Nuclear Power Sector* and on *Facilitating Accountability for Nuclear Security: A National Level Model for Internal and International Assurances*.

By the end of 2013, WINS had organised 49 events that enabled members to exchange experiences and lessons learned. When doing so, we endeavoured to design and implement the most modern and effective techniques to attract the

### May 2011

WINS publishes a special publication titled *Time for an Integrated Approach to Nuclear Risk Management, Governance and Safety/ Security/ Emergency Arrangements*.



### February 2012

WINS publishes a special publication titled *The Use of Market Mechanisms to Improve Security in the Commercial Nuclear Power Sector*.



most experienced nuclear security specialists to share their knowledge. We built on innovative workshop methods such as electronic voting and theatre sessions that used professional actors and playwrights to help attendees visualise some of the real issues that influence decision making and create obstacles to effective security implementation. By the end of 2013, we had attracted almost 1800 people to our professionally facilitated events, the vast majority of whom contributed their time and experience at their own expense.

### INTERACTING WITH THE NUCLEAR SECURITY COMMUNITY

By the end of 2013, WINS had achieved broad international and political recognition, and WINS membership had grown to almost 1800 organisations and individuals from approximately 100 countries. Results of our annual Members Satisfaction questionnaires showed consistently high levels of satisfaction with WINS. Most importantly, 90.6% of respondents to the 2013 questionnaire said they had modified their approaches to security because of WINS. We continuously upgraded the WINS website based on feedback and, in line with our mission, remained the only nuclear security organisation in the world to provide its members with practical advice based on real life experience without a membership charge.

WINS also worked with several other organisations to establish a new approach to nuclear security peer review. For example, in September 2012 we were invited by Atomic Energy of Canada Ltd (AECL) to conduct a peer review of their Chalk River Laboratories over a five-day period. Following the review, which involved interviews with a wide range of employees throughout the organisation, we prepared and delivered a report to AECL management that identified ways to improve security culture and security programme implementation.

### The IAEA

WINS promotes and supports the IAEA's work on nuclear security, and we work to ensure that our objectives and activities are aligned to its international guidance and recommendations. In 2011, WINS was appointed Chair of one Working Group of the International Network for Nuclear Security Support Centres, which helped ensure that our work on professional development was closely aligned to IAEA Nuclear Security Programme objectives. We also supported the IAEA's International Conference on Nuclear Security in July 2013 by speaking at the event and by hosting a "Night at the Theatre" for invited delegates, which enabled them to experience the power of theatre to communicate messages. This event left a lasting impression on those in the audience.

### The Nuclear Security Summits

WINS was closely involved with the preparation of the 2012 Nuclear Security Summit in Seoul, Republic of Korea, which brought together over 50 world leaders. For example, we worked with a number of governments to support their Summit commitments (gift baskets), including the production of specific best practice guides. During an invited keynote speech at the Nuclear Industry Summit, we proposed for the first time that the WINS Academy be created to promote security leadership and that the concept of Nuclear Security Management become a recognised, regulated profession. We also contributed by producing a special publication, in partnership with Moleskine, titled *Securing the Future: A Compendium of Best Practices for Nuclear Security Management*. The Compendium was distributed at the Nuclear Security Summit and related events.

#### March 2012

WINS attends the 2012 Nuclear Industry Summit in Seoul, Republic of Korea.



#### March 2012

WINS presents the Compendium of *Best Practices for Nuclear Security Management* with the support of Moleskine® at the 2012 Nuclear Industry Summit in Seoul.



#### March 2012

WINS launches the WINS Academy concept at the 2012 Nuclear Industry Summit in Seoul.



## THE JOURNEY IN QUOTES

*A captivating event which shone a light on the challenging human factor weaknesses that exist in nuclear security, it made me think deeply about the issues and I am continuing to think more because the event roused my imagination.*

- PAUL JONES, General Manager, Security and Safeguards, Australian Nuclear Science and Technology Organisation, on the WINS *Night at the Theatre* event in July 2013

*We value WINS' rich experience in hosting workshops on nuclear security worldwide. Through collaboration with WINS, we have been able to reach out to domestic stakeholders and raise awareness among them in a more effective manner.*

- NAOKO NORO, Japan Atomic Energy Agency

*Nuclear security is our responsibility; whether you are a scientist, technician or manager. This course highlights the why, where and how.*

- PHILIP BEUKES, Radiation Biophysics, iThemba LABS, South Africa, on the WINS Academy Elective Module for Scientists, Technicians and Engineers

## ESTABLISHING THE WINS ACADEMY

Our work on best practices and interactions with industry and other nuclear security practitioners highlighted a growing recognition of the need for professional, certified “Training and Education” in nuclear security that would replace resource-intensive awareness courses. To address this need, WINS established a mechanism for promoting certified professional development in the nuclear security field: the WINS Academy. During 2012, WINS conducted and published a *Global Needs Analysis* and focused on developing the Nuclear Security Competency Framework. We also published the WINS Best Practice Guide on *Developing Competency Frameworks for Managers with Nuclear Security Accountabilities*. The WINS Academy structure and programme were developed and validated through positive feedback from outreach activities, including roundtable discussions, presentations and interviews, with relevant professional practitioners.

In December 2012, WINS held a roundtable on Certified Professional Development for Nuclear Security, which brought together experts from academia, industry, regulators and the IAEA to help finalise the design of the Academy. It also led to a revision of the WINS Academy Strategy for 2012/2013. In addition, WINS completed workshops in Jordan and the United Arab Emirates to pilot Academy materials and concepts. Finally in 2013, WINS used guidance from the IAEA and from WINS Best Practices to develop a programme of competency-based training modules organised around specific management and leadership roles for personnel with accountability for nuclear and other radioactive material. We also promoted certification and the Academy through multiple events and publications.

The Academy curriculum is fully consistent with IAEA guidance that highlights the importance of ensuring that prime responsibility for nuclear security rests *with authorised persons* – the operators/licensees, regulators and other agencies that provide support for the implementation of the nuclear security regime.

### September 2012

WINS conducts a security culture assessment at AECL.



### September 2012

WINS publishes the Best Practice Guide on *Developing Competency Frameworks for Managers with Nuclear Security Accountabilities*.



### December 2012

WINS holds a roundtable on *Certified Professional Development for Nuclear Security*.



## WINS ACADEMY MISSION

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

## WINS ACADEMY VISION

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

### December 2012

WINS receives ISO 9001 certification.



### March 2013

WINS publishes the *WINS Academy Strategy for 2012/2013*.



### May 2013

WINS publishes a special publication titled *Facilitating Accountability for Nuclear Security: A National Level Model for internal and international Assurances*.



## DEVELOPING A SUSTAINABLE STRUCTURE FOR WINS

In 2011 an expanded Board of Directors was appointed to provide strategic oversight of WINS' programmes. Ms Corey Hinderstein, Mr Paul Harding, Ambassador Nobuyasu Abe and Mr Hahm Chaibong joined the Board of Directors, and Mr William Tobey became Chair, replacing Charles Curtis, who as co-founder of WINS played an instrumental role in its establishment.

In 2012 WINS implemented a more formal performance-based Quality Management System and was subsequently awarded certification in accordance with ISO 9001:2008 standards, demonstrating our commitment to quality, accountability and continuous improvement in the promotion of best nuclear security practices worldwide. The WINS Academy was integrated into our ISO 9001:2008 compliant quality management system in 2013. We reviewed our processes, including the planning of Workshops and the production of Best Practice Guides, to help us achieve our strategic objectives. We have continued to develop our objectives on the basis of operational experience and our commitment to continuously improving our services.

WINS funding during this phase came predominantly from governments, but we also worked to establish a broad base of government and foundation funding, as well as voluntary funding from industry; such efforts increased our funding base considerably. Independent certified auditors audited WINS financial accounts every year and continued to find that our accounts and financial processes were entirely compliant with accounting requirements and principles. On average WINS' total expenditure between 2011 and 2013 was 2.3 million euros/year. In 2013, 80% of the total operational budget was directly allocated to projects, with 20% used to support the WINS Quality Management System, staff professional development, strategy, fundraising and management.

## THE SECOND BASE CAMP: SUMMARY OF ACHIEVEMENTS

- ✎ WINS accomplished its initial mission of providing an international forum for those accountable for nuclear security to share and promote the implementation of best security practices.
- ✎ WINS established itself as a key player in nuclear security.
- ✎ WINS attracted the best nuclear security specialists to effectively support the collection of international best practices.
- ✎ WINS created the foundations for a global professional society for Nuclear Security Management.
- ✎ WINS designed and began to implement the WINS Academy Nuclear Security Management Certification Programme.

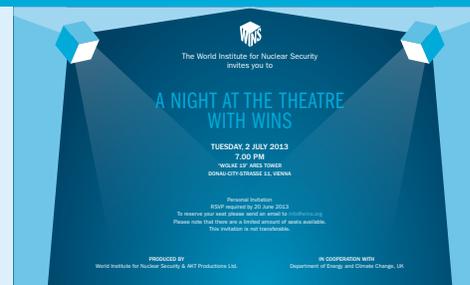
### June 2013

WINS publishes a special publication titled the *Global Needs Analysis for Nuclear Security Training*.



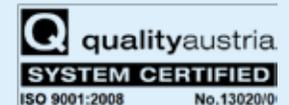
### July 2013

WINS holds a Theatre Event, which highlights the need for interaction between an organisation's safety and security team.



### December 2013

WINS maintains its ISO 9001 certification.



2016

2014-2016

# LAUNCHING THE ACADEMY



## THE JOURNEY IN NUMBERS

WINS Workshops held by the end of 2014: **58**

WINS Best Practice Guides published by the end of 2014: **33**

WINS Special Publications published by the end of 2014: **7**

WINS Members at the end of 2014: over **2540** in **111** countries

Results from the 2014 Member Satisfaction questionnaire:

**97.2%** say they benefit from WINS membership.

**99.0%** say the WINS guides are effective for self-assessment.

**98.1%** say WINS workshops are innovative.

**91.8%** have modified their approach to security because of WINS.

WINS Academy participants at the end of 2014: **343** in **60** countries

WINS staff at the end of 2014: **10**

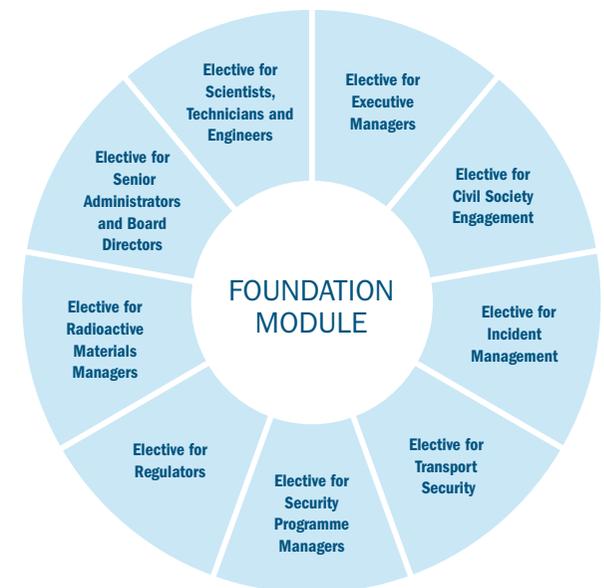
## LAUNCHING THE ACADEMY 2014 - 2016

2014 was a pivotal year for WINS as we launched the WINS Academy to promote professional development and competencies. We also re-organised our Best Practice Guides into five groupings, supporting the approach adopted by the WINS Academy and allowing users to quickly access information. We continued to run effective workshops, roundtables and webinars that underpin WINS' reputation for quality and innovation. We increased efforts to engage with our members and provided them with opportunities to contribute more actively to our activities and provide feedback. Members reacted positively to these efforts, and the participation rate in WINS questionnaires increased throughout the period.

### THE JOURNEY TO DEMONSTRABLE COMPETENCE

#### The WINS Academy

By 2014 an increasing number of States had recognised the gap in nuclear security professional development identified by WINS. At the 2014 Nuclear Security Summit in The Hague, The Netherlands, 35 States signed a *Joint Statement on Strengthening Nuclear Security Implementation* that contains an explicit commitment to "ensure that management and personnel with accountability for nuclear security are demonstrably competent", which has been the cornerstone of our work. Included amongst the specific proposals at the NSS was voluntary support or participation by States in the development of WINS Best Practice Guides and training activities. The Dutch Government initiated an IAEA Information Circular (INFCIRC/869) containing this Joint Statement so that all IAEA Member States could commit to these objectives. Leaders of the nuclear industry made the same pledge.



#### March 2014

WINS attends the 2014 Nuclear Industry Summit in Amsterdam, and Roger Howsley chairs the Nuclear Industry Summit Advisory Committee.



#### March 2014

At the 2014 Nuclear Security Summit in The Hague, 35 States sign a *Joint Statement on Strengthening Nuclear Security Implementation*.



In 2015 we are reaching out to the governments of the 35 signatory States, as well as to industry and foundations, to ask how WINS can support the commitments made at the 2014 NSS and NIS.

To help catalyse the much-needed changes, we launched the WINS Academy Nuclear Security Management Certification Programme in 2014. The Programme, which is the first of its kind in the world, offers a suite of high quality, modern and relevant courses focused on different professional disciplines and delivered completely online. Certification is awarded after students pass proctored examinations.

To help us in this endeavour, WINS partnered with Pearson VUE, an innovative, world-class education provider that is also the world's largest testing and assessment organisation. Pearson delivers the programmes on professionally managed and supported learning management systems and provides test centres worldwide. We work with subject matter experts to develop Academy content and to peer review it, and with digital learning specialists to ensure participants receive the best possible learning experience. The Foundation Module and three Elective Courses (for Scientists, Technicians and Engineers; for Senior Administrators and Board Directors; for Executive Managers) were launched in 2014; by the end of 2014, we had enrolled and received applications from

over 340 participants in 60 different countries. The remaining Elective Courses will come on-line in 2015; our goal is to enrol 1,000 participants in the WINS Academy by the end of 2015.

### Building the International Profession

WINS is establishing the WINS Academy Alumni for those who have passed the certification tests so that they can benefit from continuing professional development opportunities provided by WINS and other organisations. In common with many professional institutes, Academy graduates need to recertify after 3 years to retain their status and continue to be engaged with WINS through the WINS Alumni programme.

Through our website WINS will make available a Nuclear Security Knowledge Centre, which comprises a single repository of all WINS publications and nuclear security-related resources. This resource is possible because of the extensive research undertaken by WINS over the last 2 years to develop Academy Electives, and it will be of exceptionally high quality and relevance.

Because we believe blended learning, which involves both online study and practical, face-to-face instruction, offers a particularly effective educational model for professional practitioners, we are discussing partnership arrangements with a variety of industry training centres, universities, laboratories, and other

## THE JOURNEY IN QUOTES

*I must admit that I have gained a lot of new ideas and perspectives. I found it very interesting and beneficial... I personally hope that experts from different countries and organisations will participate in these WINS Academy courses.*

- JUSSI KIVINEN, Security Expert, Fortum Power and Heat Oy, Finland, on the WINS Academy programme for Executive Managers

*I found the WINS Academy programme to be all embracing. It has helped in changing my perception about security as a whole. I gained a lot in the programme and have decided to put my knowledge to practice by encouraging my colleagues to participate in the WINS Academy. I believe it will greatly improve the nuclear security culture of my organisation and help us even in the present developmental stage of my country's National Nuclear Power Program.*

- RONKE AYO-IMORU, Atomic Energy Commission, Nigeria, on the WINS Academy programme for Scientists, Technicians and Engineers

### March 2014

The WINS Academy is launched coincident with the 2014 Nuclear Industry Summit.



### March 2014

WINS publishes a special publication titled *Corporate Governance Arrangements for Nuclear Security: Analysis of Annual Reports from Companies and Regulators*.



nuclear-affiliated training providers. Our future expectation is that Academy participants will complete the fundamental knowledge work online at their own pace and then have opportunities to take in-person courses at partner institutes. We envision curricula that involve hands-on exercises, case studies, role-play and other interactive teaching methods that help to develop practical skills and abilities.

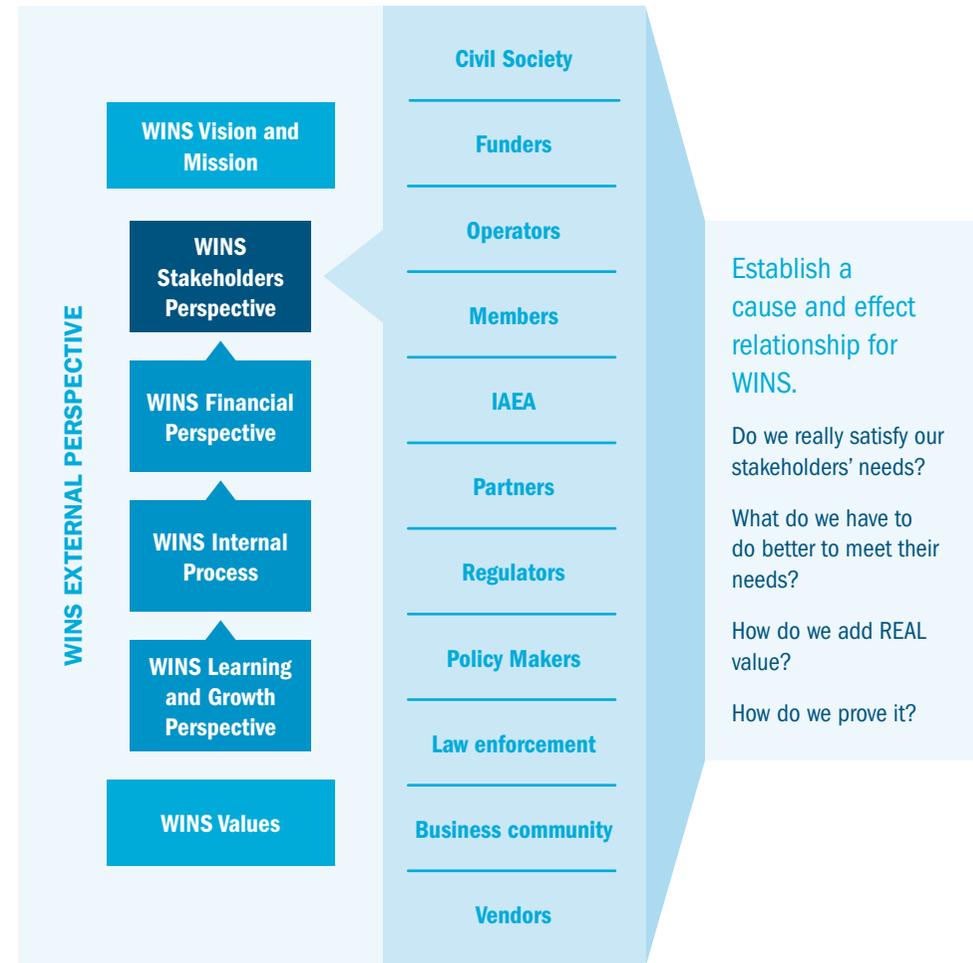
### Quality Assurance

In 2014 we extended the scope of our ISO 9001:2008 certification by embracing the processes implemented by the WINS' Board, thus ensuring that all of our organisational policies and procedures are compliant with international quality standards. In addition, Quality Austria awarded WINS ISO 29990:2010 certification for its WINS Academy Programme. The objective of this ISO Standard is to improve and standardise the quality of education and training in non-university settings, including corporate training, vocational schools and life-long learning programmes. The award recognises WINS' efforts to create a high quality professional development training and certification programme in the field of nuclear security. To date, only a small number of organisations worldwide have been awarded this certification, putting WINS in an elite group of educational leaders.

### Strategic Review – 2015

After six years of successful development, we believe the time is right to review our original mission and vision and plan the next phase in WINS' journey.

Of central importance to the strategic review are the objectives of our key stakeholders. We have now begun a process of strategy mapping to take their views into account as we develop our own objectives and identify how we can best support the international community and the WINS members whom we serve. This is often called an *outside in* approach. WINS has a strong conviction that excellence and quality should be determined by external opinions, not simply by self-assessment; this is why we are committed to external quality and financial audits and why we value stakeholder feedback so highly.

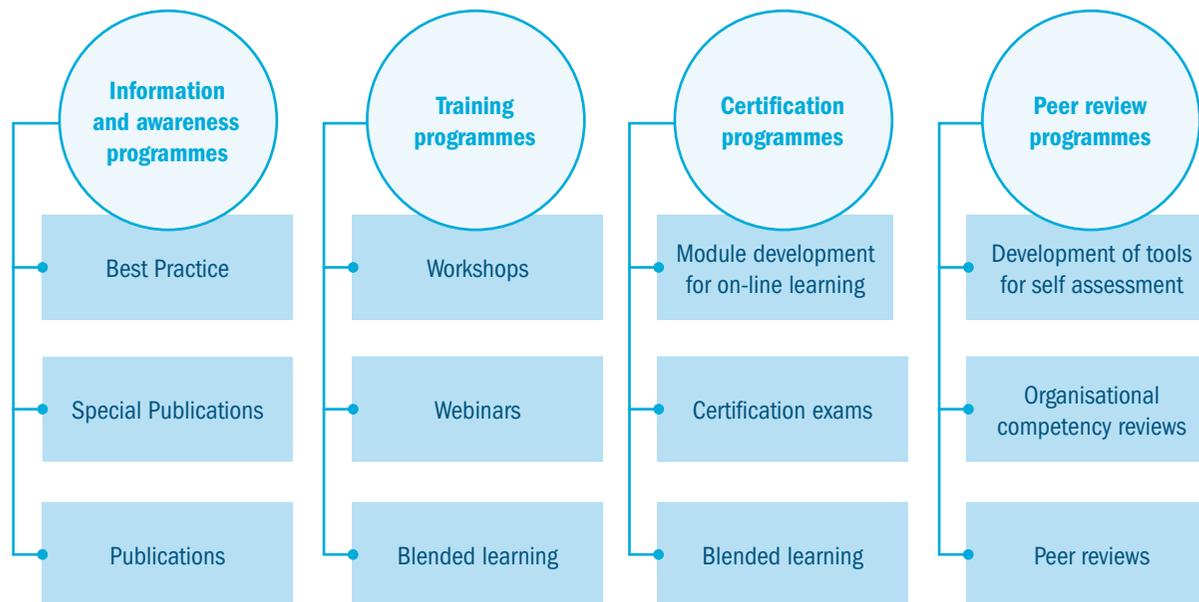


### March 2014

WINS Best Practice Guides are re-organised into 5 groupings: *Nuclear Security Programme Organisation, Managing and Communicating Security Information, People in Nuclear Security, Implementing Security Measures, and Security of Radioactive Sources.*



When the stakeholder review is complete, we will consolidate WINS activities into an Integrated Programme (by the end of 2015) that supports the professional development of our members. The structure of this Integrated Programme will begin with the provision of documented resources (Best Practice Guides, Special Publications, the Nuclear Security Knowledge Centre) and be followed by training opportunities (workshops, webinars, blended learning courses) leading to professional certification. We also envisage the continuing development of external peer review and the assessment of organisational competencies and professional development gaps in nuclear security implementation.



## LAUNCHING THE ACADEMY: SUMMARY OF ACHIEVEMENTS

- 🚩 WINS launched the WINS Academy Nuclear Security Management Certification Programme.
- 🚩 WINS maintained ISO 9001:2008 certification and was awarded ISO 29990:2010 certification for the WINS Academy Programme.
- 🚩 States, industry and civil society have widely recognised WINS' contributions to international efforts to improve nuclear security.
- 🚩 Amongst its specific proposals, the 2014 NSS Joint Statement (signed by 35 States) recommended that States voluntarily support and participate in the development of WINS' Best Practice Guides and training activities.
- 🚩 WINS strengthened its engagement with the IAEA and will continue to do so beyond 2015.

### October 2014

WINS is named an honouree of the 2015 CSO50 Award for outstanding business value and thought leadership.



### December 2014

WINS is awarded ISO 29990:2010 certification.



# THE JOURNEY BEYOND 2016

The journey to achieve excellence in nuclear security implementation will never be completed; there will be new challenges, new facilities, new technology and, most importantly, new people to train and equip with the necessary knowledge, skills and attributes.

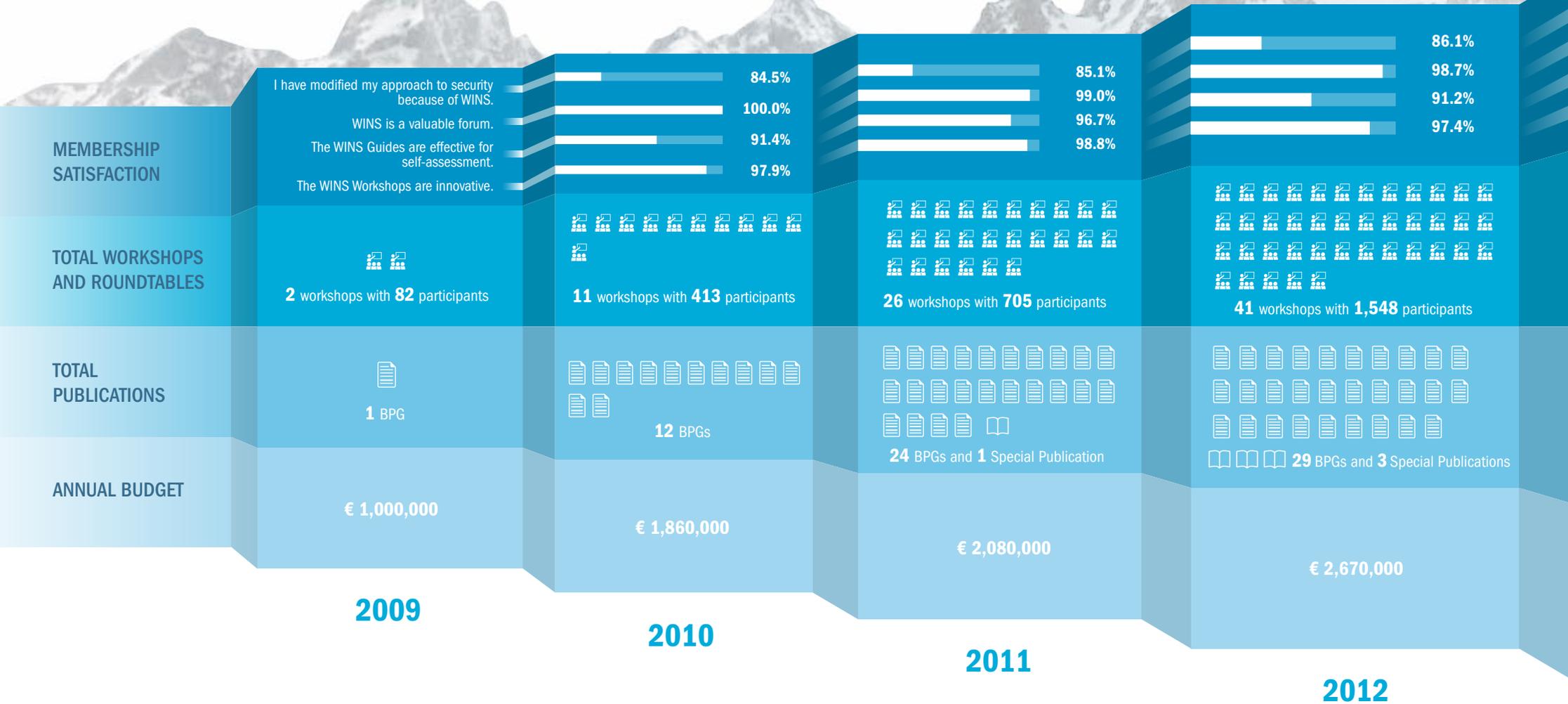
As part of our strategic review, we have assessed what we believe to be leading indicators of international progress in nuclear security implementation. WINS will focus its efforts on contributing to the following objectives by 2020:

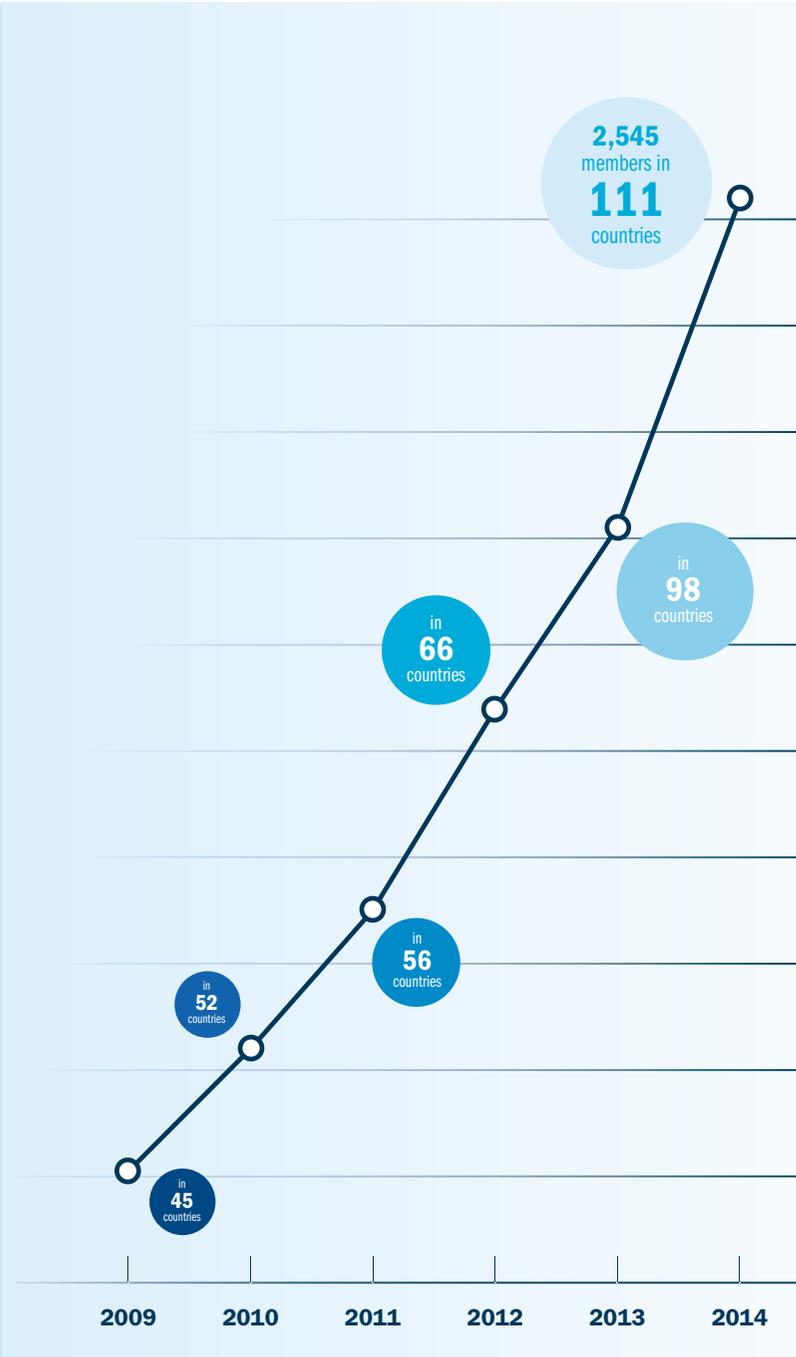
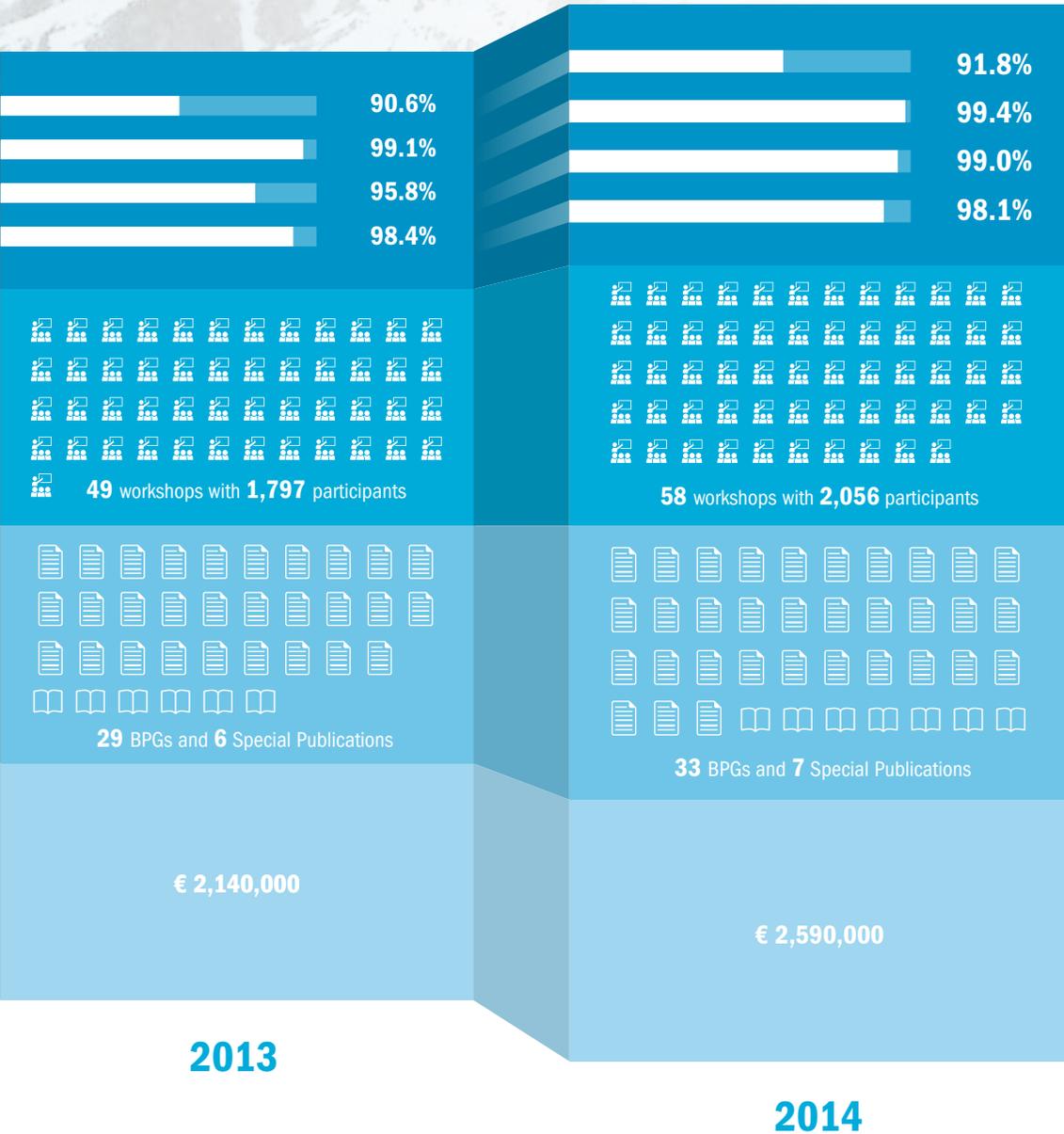


## EXTERNAL STRATEGIC OBJECTIVES – 2020

- 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 and sustainable international industry forum is operating to implement the recommendations and commitments made during the Nuclear Industry Summits.
- 5 A peer review programme for nuclear security management practices involving nuclear operators and related organisations has been established in some countries and is growing in its scope and frequency.
- 6 Nuclear security is increasingly seen as a strategic issue for nuclear-related organisations (as is nuclear safety) 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 used to enhance nuclear security.
- 9 Cyber security and physical protection arrangements are properly integrated as part of an all-risks approach to the security programme.
- 10 Much higher quality nuclear security workshops, events and related best practice guides have been implemented, including some new ISO publications, and professionally-facilitated and focused meetings are the norm in the sector.

# A GRAPHICAL OVERVIEW OF THE JOURNEY





WINS MEMBERS



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