

# THE JOURNEY BEYOND 2016

WINS Strategy and Goals



WORLD INSTITUTE FOR  
NUCLEAR SECURITY

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# WINS STRATEGY

## 1. INTRODUCTION

This document summarises WINS' overall strategy and goals for the period 2016–2020. During our work on the development of the Academy Modules, particularly that relating to the Board and Executive Management, we became much more aware of best practices relating to organisational strategy development and implementation. This coincided with a strong feeling that after six years of operation the time was right to review our overall strategy, commencing with our Vision and Mission for the period to 2020. It was also timely because of revisions to the ISO Standard for Quality Management that come into effect in 2015 and against which we will be re-certified in December 2015.

This WINS Strategy document provides an overview of our approach to developing revised Vision and Mission statements and the strategy that flows from those statements. This document is an integral part of our Certified Quality Management System and our internal policies and processes.

## 2. METHODOLOGY

The key element of our approach has been to use “strategy mapping” as a tool to revise our Vision, Mission and Strategic Objectives; doing so has implications for funding, stakeholder engagement and internal processes, including our competency framework and the need for professional development. Strategy mapping has replaced the Balanced Scorecard approach first developed by Norton and Kaplan in the 1990s and is more appropriate for non-profit organisations such as WINS.

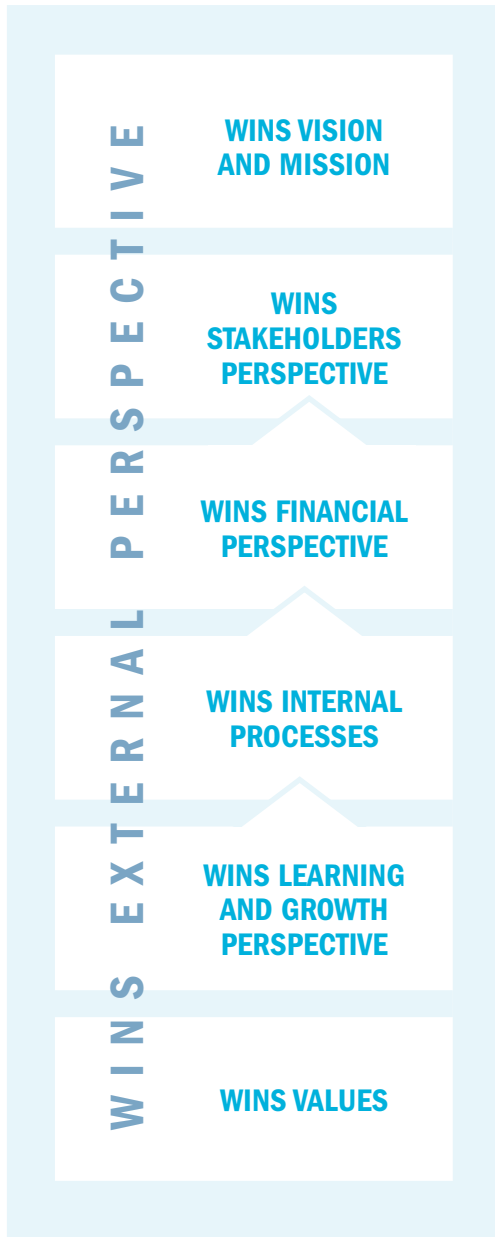
Our overall Vision and Mission Statements come at the top of our strategy map. Each of the following “perspectives” is then aligned with these statements.

Strategy mapping usually takes into account the perspectives of four elements of strategy: 1) Finances (shareholder value), 2) Customers, 3) Internal Processes and 4) Learning & Growth. For organisations such as WINS that do not exist to make profits from operations, it is customary to consider the perspective of external stakeholders as the main priority. This is relevant for WINS because it is our external stakeholders who provide us with financial support, and we cannot fulfil our mission and objectives without them.

We understand that our mission and strategy could be heavily influenced by external events; for example, a serious nuclear security incident anywhere in the world could have a profound effect on our work and the work of organisations such as the IAEA. Although we continually monitor the external environment and try to anticipate developments, we do not base our strategy on the likelihood that a certain major event will occur.

We believe that placing the Values we have developed as an organisation on the strategy map indicates their importance for underpinning our culture, behaviour and thinking.

All members of the WINS team contributed to the strategy review because it is important that they own the approach and are aligned with its goals. In addition, the WINS Board has provided valuable guidance, and their feedback was incorporated into the process.



### 3. WINS VISION AND MISSION

The World Institute for Nuclear Security (WINS) is an International, not for profit, non-governmental organisation that was launched in 2008 and commenced operations in January 2009. Our Vision and Mission 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



#### 4. EXTERNAL STRATEGIC OBJECTIVES

We understand that WINS is one of a number of organisations that share the desire for nuclear security to become more effective across the world. The efforts of the IAEA and its Member States, the Nuclear Security Summit, the Nuclear Industry Summit and the Nuclear Knowledge Summit make this message loud and clear. WINS reviewed the collective objectives of these organisations and summarised where they coincide with issues that we can reasonably influence. This resulted in 10 “External Strategic Objectives” that will guide our efforts through to 2020, and we intend to work with others to help measure progress in achieving them. The External Strategic Objectives are:

- 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.

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STRATEGIC OBJECTIVES

VISION

## 5. STAKEHOLDERS

The objectives of our key stakeholders are of central importance to WINS' strategic review and strategy. We took their views into account as we worked to develop our own objectives and to 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.

We have identified our main stakeholder groups while recognising that some fall into more than one group; this is unavoidable and has no consequences for the strategy. The main external stakeholder groups are outlined below:

We will continue to engage with our external stakeholders and take into account their objectives as they evolve in the years ahead. However, we also believe that the framework of external strategic objectives we have defined is robust. Because the framework governs our work programmes, we will not seek funding opportunities if such opportunities conflict with our key objectives. We understand the importance of maintaining strong political support from senior government officials and from the nuclear industry sector and their regulators. WINS has always strived to be an inclusive, non-political organisation that exists to share best security management practices and to promote demonstrable competence amongst individuals with accountabilities for nuclear security.





## WINS and the IAEA

The International Atomic Energy Agency plays a preeminent role in international nuclear affairs. IAEA Director General ElBaradei helped launch WINS in the margins of the 2008 IAEA General Conference, commending its formation and the essential role that WINS serves by engaging with practitioners and promoting best practices.

Many of WINS' sponsors also contribute to the IAEA Nuclear Security Fund managed by the IAEA's Division of Nuclear Security (NSNS). It is clear that they expect close cooperation between the IAEA and WINS and that both organisations must recognise and build on each other's strengths to achieve the objective of improved nuclear security.

A number of important points were agreed between IAEA and WINS in December 2014:

- The international community must work together to encourage and achieve more effective implementation of nuclear security arrangements. This includes the adoption of the Amendments to the CPPNM, the publishing of guidance and implementation documents, and improved training, education and peer review. Achieving such a goal requires the efforts of all parties.
- All international stakeholders and practitioners face budget and financial constraints that necessitate close cooperation and the avoidance of duplicated activities wherever possible.
- In addition to being seen as a regulatory and legal obligation, nuclear security must be seen within a business context. Achieving effective nuclear security depends heavily on the methods of implementation, and these benefit from the sharing of best practices and real experience.
- Strong cooperation between the IAEA and WINS is necessary and important, but their organisational roles and strengths are different. The IAEA serves its Member States and seeks consensus; it has strong political credibility and is responsible for coordinating international efforts to improve nuclear security amongst its

Member States. In contrast, WINS works with practitioners to identify and promote best practices; it has considerable flexibility (and responsibility) in providing WINS guidance and hosting events. WINS membership, which now totals over 2,800 members in over 110 countries, encompasses a professional network of security practitioners, nuclear operators, regulators, law enforcement officers and government officials, including IAEA staff.

- Both the IAEA and WINS believe that more can be done to cooperate, and WINS will strengthen its efforts to promote the IAEA's objectives and message, including its recommendations and guidance that stress the urgent need to improve the security of nuclear and other radioactive material worldwide.

## 6. FINANCIAL PERSPECTIVE

WINS' funding predominantly comes from governments, but we are also working to establish a broad base of non-government and foundation funding, as well as voluntary funding from industry. Our efforts have increased our funding base considerably; furthermore, our strategic focus to ensure sustainability to 2020 will result in stronger engagement with our stakeholders. Such engagement will promote our strategic objectives and continually connect us to the priorities of our existing and potential funders.

We recognised from our inception that the way we operate and engage with our stakeholders is critical to the success of our Mission, as well as to funder confidence that the investments they make in WINS are contributing to their primary objectives in the most efficient, effective and sustainable way possible. In the period to 2020, we will work to ensure the continuity of stringent independent external financial audits that have, to date, verified our high standards, transparency and full compliance with regulatory financial requirements and those of our funders.

## 7. INTERNAL PROCESSES

The creation of a revised Vision and Mission Statement and associated External Strategic Objectives was the starting point to determine and align our internal processes to ensure we have the right focus and capability to deliver the work streams. This is depicted as follows:



To achieve excellence in nuclear security implementation, we have examined each of our internal processes for alignment and structured them around four programmatic activities:

- I. Sharing Operational Experience
- II. The WINS Knowledge Centre
- III. Training and Certification
- IV. Evaluation Activities





As the internal processes diagramme shows, we see the elements of the WINS programme as a toolbox that enables us to customise the services we offer to achieve our external strategic objectives. For example, some of our members and customers may need best practice guides; others may wish to engage with us on our certified professional development programmes; and some may request assistance with peer review. Our programme can be tailored depending on demand and stakeholder preferences.

We have also identified three key support processes that underpin the WINS Operational Programme. They are:

- Quality Management and Control Systems
- Website and Communication
- Membership Management

In respect of quality management, we have taken a proactive attitude to obtaining formal certification against the International Standards Organization (ISO) Quality Management Standards. We were awarded certification in 2012 in accordance with ISO 9001:2008, 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 system in 2013. In 2014 we achieved ISO29990:2010 certification and an international award for our learning processes. We are currently revising our management system so it will be in compliance with the revised ISO 9001 Standard for Quality Management that comes into effect in September 2015; our goal is to be among the first organisations to be certified against these standards in December 2015.

We constantly look for ways to improve our website and associated communications and have introduced a number of innovative systems to engage more effectively with our membership, which now totals almost 3000. In line with our policy of obtaining independent feedback on our services, we have also conducted membership opinion surveys for the last five years and published the results of each survey in our annual reports.



## 8. LEARNING AND GROWTH

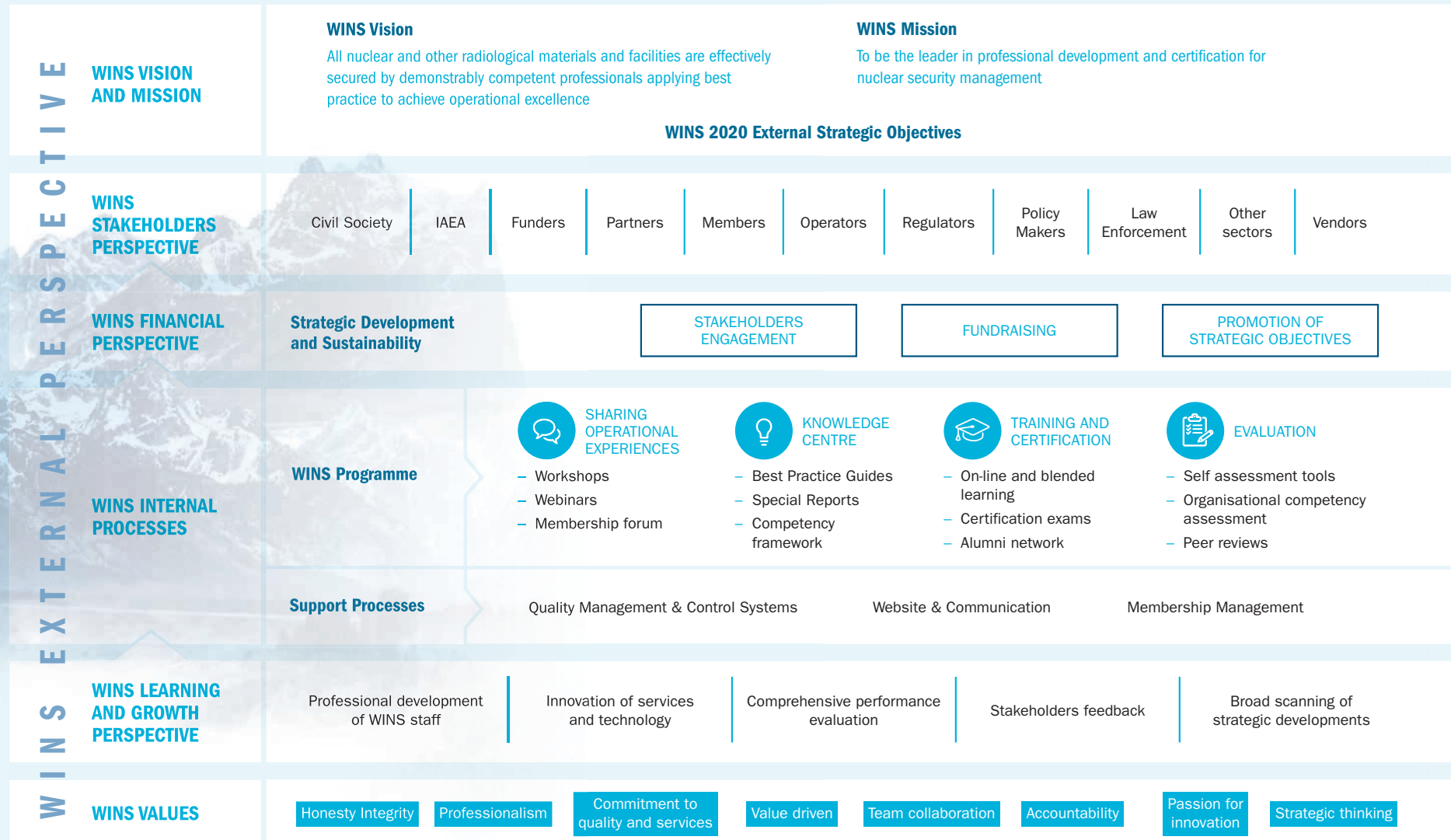
Underpinning our operational programme is our desire to continuously improve what we do and to provide a better quality service. This means we must use an honest, unbiased and comprehensive performance evaluation system; encourage innovation to improve the services and the technology on which we rely; 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.

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.



## 9. THE OVERALL STRATEGY MAP

The overall strategy map is shown on the right page. It links together, in a hierarchical fashion, our Mission and Vision with all of the supporting activities that we believe will, in partnership with our external stakeholders, help us achieve our 2020 external strategic objectives.





#### **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



**WORLD INSTITUTE FOR  
NUCLEAR SECURITY**

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

Graben 19, A-1010 Vienna, Austria | Tel.: +43 1 23060 6081, Fax: +43 1 23060 6089 | [info@wins.org](mailto:info@wins.org),  
[www.wins.org](http://www.wins.org) International NGO under the Austrian Law BGBl. | Nr.174/1992 – GZ: BMeiA-N9.8.19.12/0017-  
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