

# **WINS Workshop on**

## ***Strengthening Radioactive Source Security:***

### ***Assessing and Establishing an Effective Security Culture***

6<sup>th</sup> and 7<sup>th</sup> March 2019, Loyola University Water Tower Campus, Chicago, Illinois

## **Agenda**

### **Key Objectives**

- To understand the threat to radioactive materials, including the potential motivations of adversary groups and individuals; To appreciate the particular threat posed by insiders and how to mitigate the threat;
- To develop a common understanding of what an effective security culture looks like and how it can mitigate threats;
- To identify the respective roles and responsibilities of licensees and regulators in establishing an effective and sustainable security culture;
- To review methodologies for measuring the level of security awareness and good culture in an organisation, assessing the results and implementing change;
- To identify possible incentives to encourage staff to adopt security best practices as a normal part of their daily work lives;
- To explore the use of self-assessment and peer review as a method for an assessment of security culture and identifying areas for improvements; and
- To explore permanent threat reduction approaches through the adoption of alternative technologies.

### **DAY 1: WEDNESDAY 6 MARCH 2019**

**08:30 – 09:00** Registration

#### **OPENING SESSION**

**09:00 – 09:30** **Welcome remarks** and objectives of the workshop (Daniel Johnson, WINS)

**09:30 – 09:45** **Introductions and Orientation** (Carl Reynolds, Workshop Facilitator)

**09:45 – 10:00** **Keynote remarks** (Cristen Ford, Deputy Director, Domestic Radiological Security Office, NNSA)

**10:00 – 10:15** **Keynote remarks** (Gibb Vinson, Head of Radioactive Materials, IEMA)

**10:15 – 10:45** **Table and Plenary Discussions** to develop a common understanding of what is meant by security culture, and to identify issues and areas of main interest or concern for the participants. (Carl Reynolds, Workshop Facilitator)

**10:45 – 11:00** **Coffee Break**



## **SESSION 1: EXPLORING THE ROLE OF SECURITY CULTURE IN MITIGATING THREATS**

Key issues:

- ✓ Review the various threats to radioactive materials and the potential motivations of adversaries.
- ✓ Understand why security culture is so important for the effectiveness of a security program.
- ✓ Explore the difference between security culture and security compliance and why this is key to effective security.

**11:00 – 11:30 Presentation** on threats to radioactive sources (Ed Baldini, Law Enforcement/Response Program Manager, Office of Radiological Security, NNSA).

**11:30 – 11:45 Table Discussions** on current threats (external and internal) of concern to licensees

**11:45 – 12:15 Presentation** on the current and future regulatory environment for security (Gibb Vinson, Head of Radioactive Materials, IEMA).

**12:15 – 12:30 Table Discussions**

**12:30 – 13:30 Lunch Break**

## **SESSION 2: LESSONS LEARNED FROM STRENGTHENING SECURITY CULTURE**

Key issues:

- ✓ Review examples of good and bad security practices.
- ✓ Review the factors influencing the culture of an organisation, including how we can influence beliefs, values, understandings and behaviors of people.
- ✓ Identify possible incentives to encourage staff to adhere to security practices as a normal part of their daily duties.
- ✓ Identify common challenges for establishing a good security culture and how to overcome them.

**13:30 – 14:30 Panel Discussion** on licensee experiences with improving security culture at their organisations.

**14:30 – 15:15 Breakout Groups** on security culture challenges and solutions

**15:15 – 15:30 Coffee Break**

**15:30 – 16:00 Presentation** on security lessons learned (Gary Forsee, Supervisor, Inspection & Enforcement, IEMA)

**16:00 – 16:45 Breakout Groups** on security culture challenges and solutions

**16:45 – 17:00 Wrap-up of Day 1 – Key Findings** (Carl Reynolds, Workshop Facilitator)

**17:00 – 19:00 Reception (Wintrust Hall)**

## **DAY 2: THURSDAY 7 MARCH 2019**

**09:00 – 09:15 Summary of Day 1 and Introduction of Day 2 (Carl Reynolds)**

### **SESSION 3: METHODOLOGIES FOR ASSESSING SECURITY CULTURE**

Key issues:

- ✓ Review methodologies for measuring the level of security awareness and culture in an organisation. Understand how to assess the results.
- ✓ Explore the development of a security culture self-assessment plan for end-users.
- ✓ Explore the use of peer review as a method for an independent assessment of security culture and identifying areas for improvement.
- ✓ Explore metrics for continuously evaluating the level of security culture. How do we demonstrate we have achieved our objectives?

**09:15 – 09:45 Presentation** on security culture self-assessment tools (Claudio Gariazzo, Nuclear Engineer, Argonne National Laboratory)

**09:45 – 10:15 Panel Discussion** to review and discuss licensee experiences, successes and challenges with undertaking self-assessment, peer review, and establishing security culture metrics.

**10:15 – 10:45 Table Discussions** to share experience with assessing security and security culture, how this might apply to licensee organisations, and sharing with the group.

**10:45 – 11:00 Coffee Break**

**11:00 – 12:00 Small Group Exercise** to design a self-assessment or peer review for a radioactive source licensee.

**12:00 – 13:00 Lunch Break**

### **SESSION 4: SUSTAINABLE SECURITY AND PERMANENT THREAT REDUCTION**

Key issues:

- ✓ Discuss how we can integrate security culture into an overarching and comprehensive organisation culture integrating security, safety and operations.
- ✓ Understand radiological security sustainability criteria.
- ✓ Explore the role of alternative technologies to achieving permanent threat reduction.

**13:00 – 13:30 Presentation** on developing a sustainable organisational culture, overview of CP3 Program, (Kevin Hacker, Officer, Chicago Police Department)

**13:30 – 13:45 Plenary Discussion** on challenges to integrating security, safety and operations cultures

**13:45 – 14:15 Presentation** on support programs for adopting alternative technologies and permanent threat reduction (Aaron Galvin, CIRP Project Manager, PNNL)

**14:15 – 14:30 Coffee Break**

**14:30 – 15:30 Panel Discussion** on licensee experience with adopting alternative technology

**15:30 – 16:00 Table and Plenary Discussions** on improving security in your organisation.

#### **CONCLUSION SESSION**

**16:00 – 16:15 Review of the key workshop findings.** (Carl Reynolds, Workshop Facilitator)

**16:15 – 16:30 Evaluation of the workshop** (Carl Reynolds, Workshop Facilitator)

**Closing remarks** (WINS, NNSA, IEMA)

**16:30 END OF WORKSHOP**