Nuclear Security Programme Management

WINS Academy

CONTENTS

WHO THIS MODULE IS FOR

The audience for this module consists of senior managers who, as functional specialists, are responsible for implementing their organisation's nuclear security arrangements.
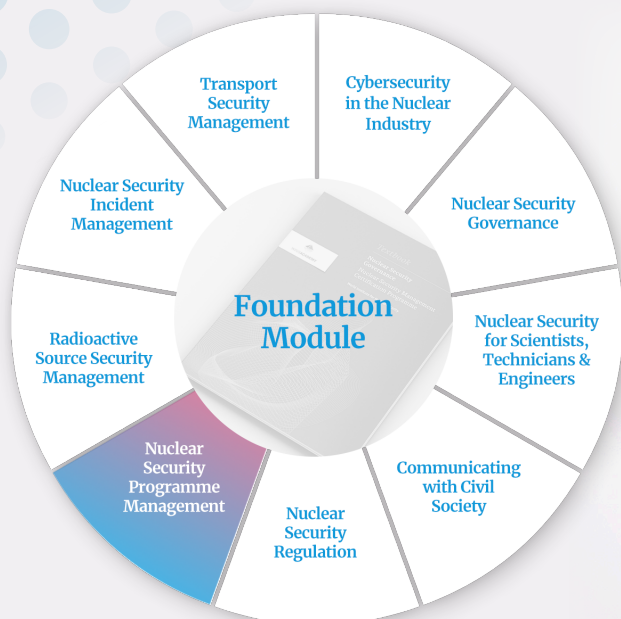
KEY ISSUES

Managing a nuclear security programme effectively is a complex and challenging task— not least because the range of potential threats is becoming more and more complex every year and the cost of security continues to rise. Furthermore, leaders in some nuclear organisations still view security as a non-productive and expensive regulatory overhead expense.

Licensees are likely to have a large number of external interfaces with governmentrelated organisations that are responsible for national security, including policing and law enforcement, intelligence assessment and dissemination, and the regulation of nuclear facilities and transport operations. Because such interfaces are a potential source of confusion over roles and responsibilities, managing them requires the establishment and implementation of a comprehensive nuclear security programme.

KEY LEARNING OBJECTIVES

Establishing and implementing a comprehensive nuclear security programme to address these complex threats and interfaces—and to do it in a way that gains organisational support—is the objective of this module. By the end of the course, participants will understand the characteristics of an effective security director; how to manage relationships with internal stakeholders, external stakeholders, and the security team; and how to measure performance.

Transport Security Management

Cybersecurity in the Nuclear Industry

Nuclear Security Incident Management

Nuclear Security Governance

Foundation Module

Nuclear Security for Scientists, Technicians & Engineers

Radioactive Source Security Management

Nuclear Security Programme Management

Communicating with Civil Society

Nuclear Security Regulation

OUTLINE

UNIT 1: IMPLEMENTING AN EFFECTIVE NUCLEAR SECURITY PROGRAMME

1.1 Responsibilities and Risk Assessment

1.2 The Components of a Nuclear Security Programme

1.3 Strategy Mapping

1.4 Overcoming Challenges to the Security Strategy

UNIT 2: WHAT MAKES AN EFFECTIVE SECURITY DIRECTOR?

2.1 The Security Director Position

2.2 Success Criteria for Nuclear Security Directors

2.3 Professional Development and Assessment

UNIT 3: MANAGING RELATIONSHIPS: EXTERNAL STAKEHOLDERS

3.1 The State and the Nuclear Security Regulator

3.2 Communicating about Security Events

3.3 Working with Outside Communities

3.4 Civil Society Engagement

UNIT 4: MANAGING RELATIONSHIPS: INTERNAL STAKEHOLDERS

4.1 Executive Decision Making

4.2 The RACI Technique

4.3 Management Issues

4.4 Conducting Employee Attitude Surveys on Security

4.5 Developing Employee Discussion and Focus Groups

4.6 Implementing Systematic Training, Evaluation and Communications

4.7 Creating Effective Internal Policies and Procedures

UNIT 5: MANAGING RELATIONSHIPS: THE SECURITY TEAM

5.1 Styles of Leadership and Management

5.2 Team Recruitment and Motivation

UNIT 6: PERFORMANCE MEASUREMENT, EXERCISING AND REPORTING

6.1 Understanding and Managing Security Expenditure

6.2 Performance Exercises

6.3 Performance Reports

COURSE SUMMARY