



WORLD INSTITUTE FOR  
NUCLEAR SECURITY

# **The WINS Academy Security Certification Programme: The Route to Demonstrable Competence.**

**Dr Roger Howsley, Executive Director**

**IAEA, 14<sup>th</sup> May 2014**

# Key Messages

**The Nuclear Sector is a long way behind other sectors in certifying personnel with security accountabilities as being competent**

**We need to do something about it urgently**

**Attending security awareness courses is simply not enough**

# Awareness Courses do not prove competency

*Attending (and being paid to attend) a few presentations on nuclear security, and having a group photograph taken, does not make you professionally competent to manage a security programme, or change security culture...*

*37 people from  
15 countries...*



# Agenda



BACKGROUND TO WINS

IDENTIFYING THE PROBLEM

WHAT TO DO ABOUT IT

# WINS Foundation



**“WINS fills an urgent gap in our need to strengthen the nuclear security system.”**

# WINS' Mission

**To provide those who are accountable for nuclear security with an international forum in which to share and promote best security practice.**



# WINS Membership Growth



**Nearly 2,000 members  
in 100 countries**



# 2010: Political Commitment to Improve Nuclear Security

Promote and sustain ***strong nuclear security culture*** and ***corporate commitment*** to implement robust security practices

Facilitate ***exchange of best practices***...in nuclear security in the ***nuclear industry***





# Facilitated Workshops Using Innovative Techniques



# Theatre-based Training



The World Institute for Nuclear Security presents

## A NIGHT AT THE THEATRE WITH WINS

### Critical Thinking:

*"SAFETY AND SECURITY ARE OUR NUMBER ONE PRIORITY"*

- 19:00** Reception
- 19:35** Last entry (no entry after the play starts)
- 19:45** Curtains up
- 21:15** Play finishes; Meet the actors/closing reception
- 21:45** Close

# WINS Workshops and Events

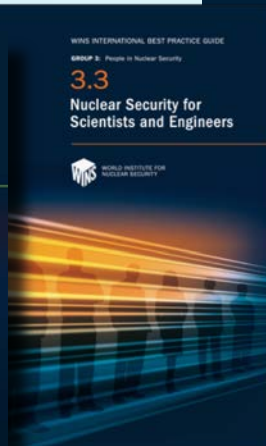
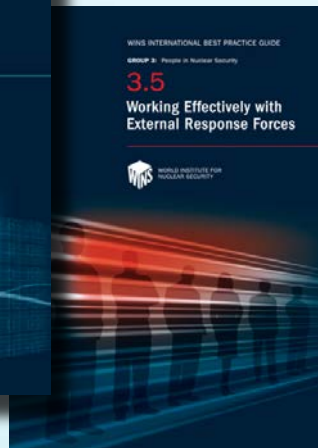
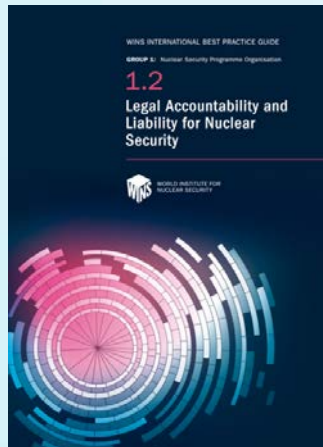


**AN EVENT EVERY FIVE WEEKS**

ARGENTINA  
AUSTRIA  
BELGIUM  
BRAZIL  
CANADA  
GERMANY  
GREECE  
JAPAN  
JORDAN  
KOREA  
MEXICO  
NIGERIA  
PHILIPPINES  
SOUTH AFRICA  
SWEDEN  
THE NETHERLANDS  
UNITED ARAB EMIRATES  
UNITED KINGDOM  
USA



# International Best Practice Guides



# International Best Practice Guides

**32**

**International  
Best Practice  
Guides**

**10**

**Published  
languages**



# All Guides have a Self Assessment Section

## APPENDIX A

### QUESTIONS TO ASSESS PERSONAL CONTRIBUTIONS TO ENHANCING ENGAGEMENT WITH EXTERNAL STAKEHOLDERS

Appendix A contains a series of questions that members of an organisation can use to evaluate the effectiveness of their external stakeholder programme. The questions also make excellent prompts for generating discussion. Such a process helps individuals at all levels of an organisation reflect critically on their personal actions and behaviour. It also helps them understand how they can contribute personally to developing and enhancing engagement with external stakeholders within their organisation.

#### QUESTIONS FOR THE BOARD

Do you know who your major external stakeholders are (local, national and international)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you clearly understand the major issues that create controversy or conflict between your organisation and your external stakeholders?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does your organisation currently have a positive relationship with your external stakeholders?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you support the principles of Corporate Social Responsibility?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you think it is worth the investment in staff time and money to engage with your external stakeholders in a formal way?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Has your organisation instituted any kind of formal programme to encourage engagement with external stakeholders?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If so, do meetings take place regularly?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Have such meetings been effective in promoting trust and goodwill between your organisation and your stakeholders?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Have you ever participated in a formal Stakeholder Dialogue meeting?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you regularly receive reports concerning your organisation's current relationship with its external stakeholders, including what the issues and concerns are, what is being done to encourage positive relationships, and how successful these actions have been to date?	<input type="checkbox"/> Yes <input type="checkbox"/> No

THE “RIGHT”  
ANSWER IS  
ALWAYS  
“YES”



# We Provide a Security Management “Maturity Scale”

1	WORLD CLASS
2	HIGHLY EFFECTIVE
3	GOOD
4	DEVELOPING
5	INEFFECTIVE

# Wide Distribution of WINS Best Practices

The image shows the homepage of the World Institute for Nuclear Security (WINS). The website features a blue and white color scheme. At the top, the WINS logo is displayed next to the text "WORLD INSTITUTE FOR NUCLEAR SECURITY". Navigation links include "Home", "About WINS", "Latest WINS News", "FAQs", "Contact", and "Members". Below these, there are links for "STARTPAGE", "TOUR", and "REGISTRATION". The main banner area has a background image of a water droplet creating ripples. Text on the banner reads: "We believe nuclear security increases..." and "Leadership... a strong, vibrant nuclear security culture in their organisation." There are two buttons: "LATEST NEWS" and "TAKE THE TOUR". Below the banner, there is a section titled "WAYS TO SUPPORT WINS" with a "LOGIN" button. The footer contains several columns: "Publications" (with a document icon), "Workshops" (with a lightbulb icon), "Academy" (with a graduation cap icon), and "News" (with a newspaper icon). A large red diagonal watermark across the center reads "OVER 30,000 DOWNLOADED/DISTRIBUTED".

**OVER 30,000 DOWNLOADED/DISTRIBUTED**

**WINS** WORLD INSTITUTE FOR NUCLEAR SECURITY

Home About WINS Latest WINS News FAQs Contact Members

STARTPAGE TOUR REGISTRATION

We believe nuclear security increases...

Leadership... a strong, vibrant nuclear security culture in their organisation.

LATEST NEWS TAKE THE TOUR

WAYS TO SUPPORT WINS LOGIN

**Publications**

Membership gives you access to all of WINS' publications, including 29 International Best Practice Guides focused on specific areas

**Workshops**

WINS sponsors members-only workshops that are held around the world. The workshops focus on key security management issues

**Academy**

The WINS Academy is our newest initiative. Its purpose is to promote Nuclear Security as a recognised, accredited profession through the

**News**

11.07.2013 - Success at "A Night at the Theatre with WINS"

20.06.2013 - Special Publication on a Model National

# Membership Questionnaire 2014



YES

99%

said WINS is a valuable forum

90%

have modified their approach to  
nuclear security management as  
a result of their interactions with  
WINS

# Gaps in Professional Development (PD)

NUCLEAR SECURITY

NUCLEAR SAFETY

UNEQUAL  
OPPORTUNITIES



# Gaps in Professional Development (PD)

NUCLEAR SECURITY

NUCLEAR SAFETY

UNEQUAL  
OPPORTUNITIES

**OVER 50%  
HAVE NO PD  
OPPORTUNITIES**



# 2012: Nuclear Industry Summit – Academy Concept





# The WINS Academy Concept

**WINS** is proud  
to announce



**WINSACADEMY**

# International Gap Analysis



WORLD INSTITUTE FOR  
NUCLEAR SECURITY

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## **Global Needs Analysis for Nuclear Security Training**

**AN ASSESSMENT OF THE WORLDWIDE GAP BETWEEN  
SUPPLY AND DEMAND OF PROFESSIONAL  
DEVELOPMENT PROGRAMMES**

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FULL REPORT

June 2013



# Possible Scope of Security PD Demand

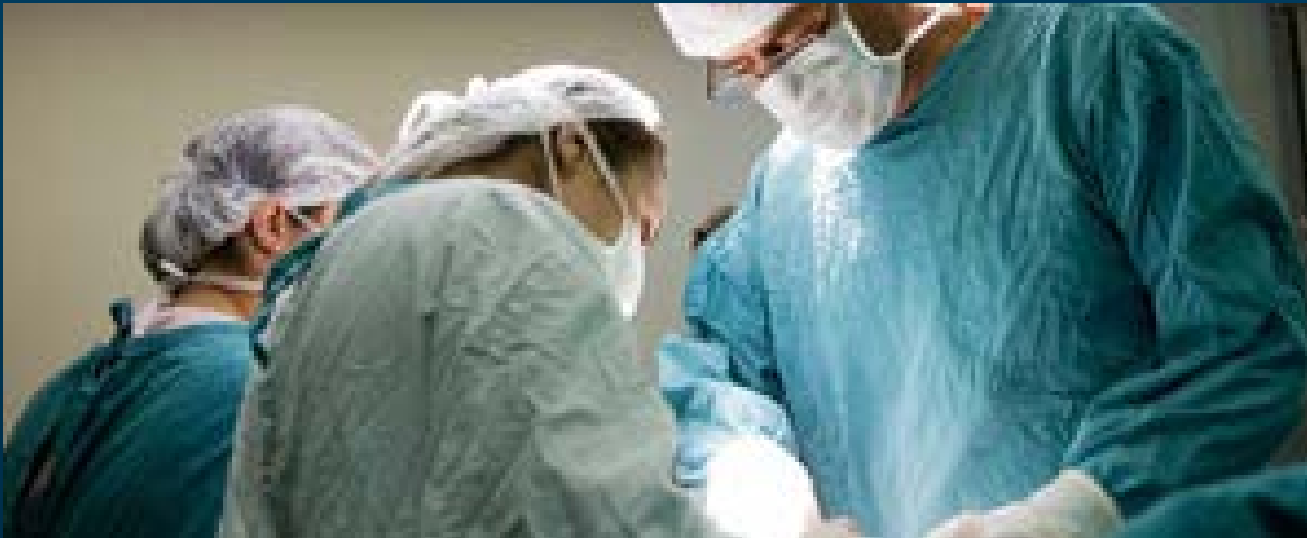
**200,000**

Worldwide Personnel with  
Security Accountabilities for  
Nuclear and other Radioactive  
Material

**20,000**

Annual Demand/Turnover?

## “Demonstrable Competence”



# Certification in IT Security

SECURITY TRANSCENDS TECHNOLOGY®

Sign In here to p  
profile settings,

HomeCredentialsTrainingEventsChaptersMembers Only(ISC)<sup>2</sup> Foundati

I am interested in:  

select below

Site Search Search

## (Certifications)

### Our Credentialing Process

### Computer Based Testing (CBT)

### Associate of (ISC)<sup>2</sup>

### SSCP

- ▶ Why Certify?
- ▶ How To Certify
- ▶ SSCP Training
- ▶ SSCP Domains
- ▶ SSCP For Businesses
- ▶ Exam Outline

Home ■ Certification Programs ■ SSCP ■ Certification Process ■

## SSCP® - Why Certify

### People are the Key to a Secure Organization

Technological solutions alone cannot protect an organization's critical information assets. Employers demanding qualified information security staff give their organizations a leading edge by providing the highest standard of security for their customers', employees', stakeholders' and organizational information assets. (ISC)<sup>2</sup>®, the only not-for-profit body charged with maintaining, administering and certifying information security professionals via the compendium of industry best practices, the (ISC)<sup>2</sup> CBK®, is the premier resource for information security professionals worldwide.

### Benefits of Certification to the Professional

- Demonstrates a working knowledge of information security
- Confirms commitment to profession
- Offers a career differentiator, with enhanced credibility and marketability
- Provides access to valuable resources, such as peer networking and idea exchange

Get  
Down  
Subs  
Buy t  
Atten  
Regis  
Earn  
Revie

# Certified Security Management in Aviation



**INTERNATIONAL CIVIL AVIATION ORGANIZATION**

*A United Nations Specialized Agency*

Français



Search this site...



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Assistance

Training

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Managers

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ICAO > Security > ISD Security Home > AVSEC PMC

## AVSEC PMC

# AVSEC

**PROFESSIONAL  
MANAGEMENT  
COURSE (AVSEC PMC)**



The **Aviation Security Professional Management Course (PMC)** is the most advanced aviation security training programme in existence today which carries a formal designation (AVSEC PM), it the first of its kind globally.

The programme was developed by the International Civil Aviation Organization (ICAO) in collaboration with the John Molson School of Business at Concordia University in 2004. Its aim is to provide aviation security middle and senior management personnel with new management skills and a greater understanding of the application of the Standards and Recommended Practices contained in Annex 17 to the Convention on International Civil Aviation while maintaining a creative and pedagogic philosophy. Emphasis is also placed on the use of the Security Manual (Doc 8973) Restricted.

**Go to**



# Certified Security Management in Maritime




## MARINE TRAINING CERTIFICATION

- Home
- Simulation
- Courses & Programs
- Registration
- Locations
- Contact
- FAQ

### Maritime Security

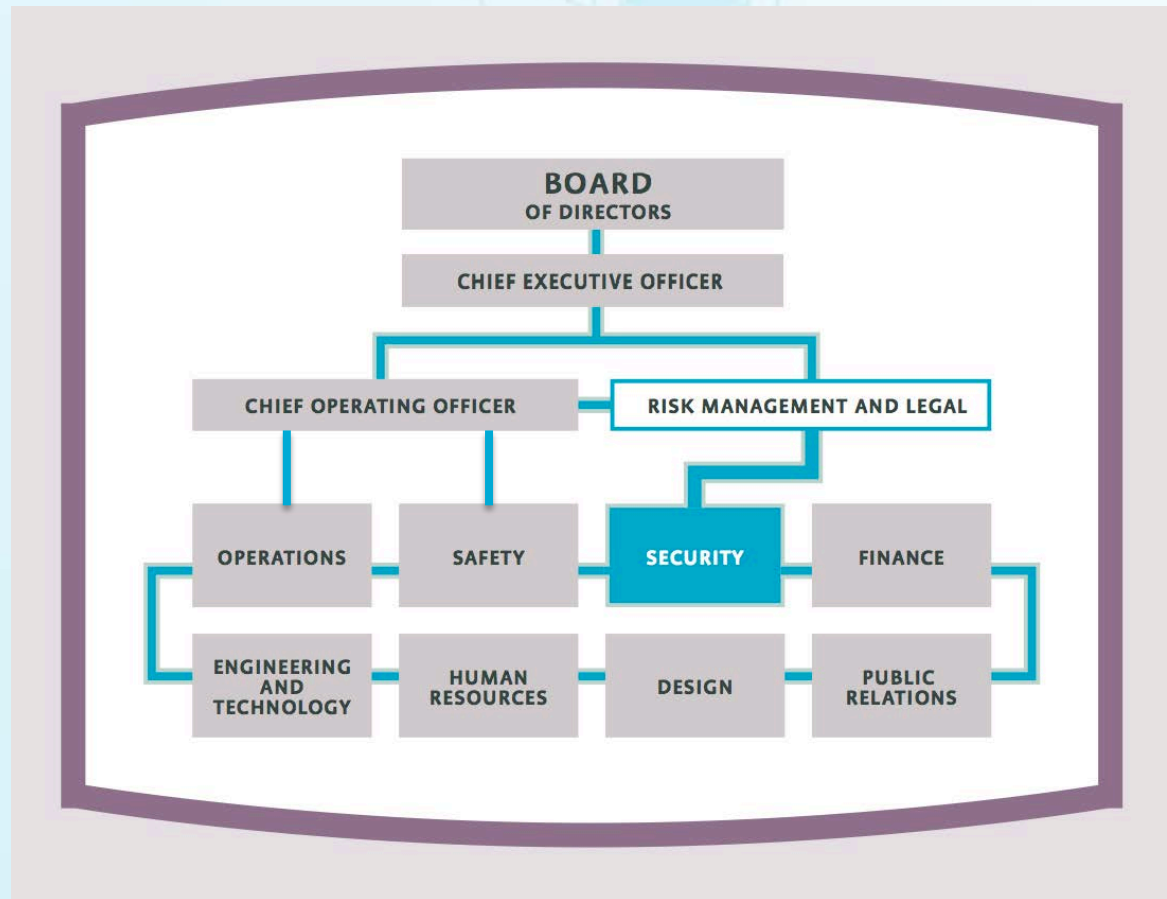
- [\*Ship Security Officer\*](#)
- [\*SSO Certificate of Proficiency\*](#)
- [\*Company Security Officer \(CSO\)\*](#)
- [\*Marine Facility Security Officer \(MFSO\)\*](#)
- [\*Persons with Security Responsibilities\*](#)
- [\*Auditor Course\*](#)
- [\*Port Workers Security Awareness Course\*](#)
- [\*Other Maritime Security Courses\*](#)



# Who is Accountable?

## IAEA Guidance

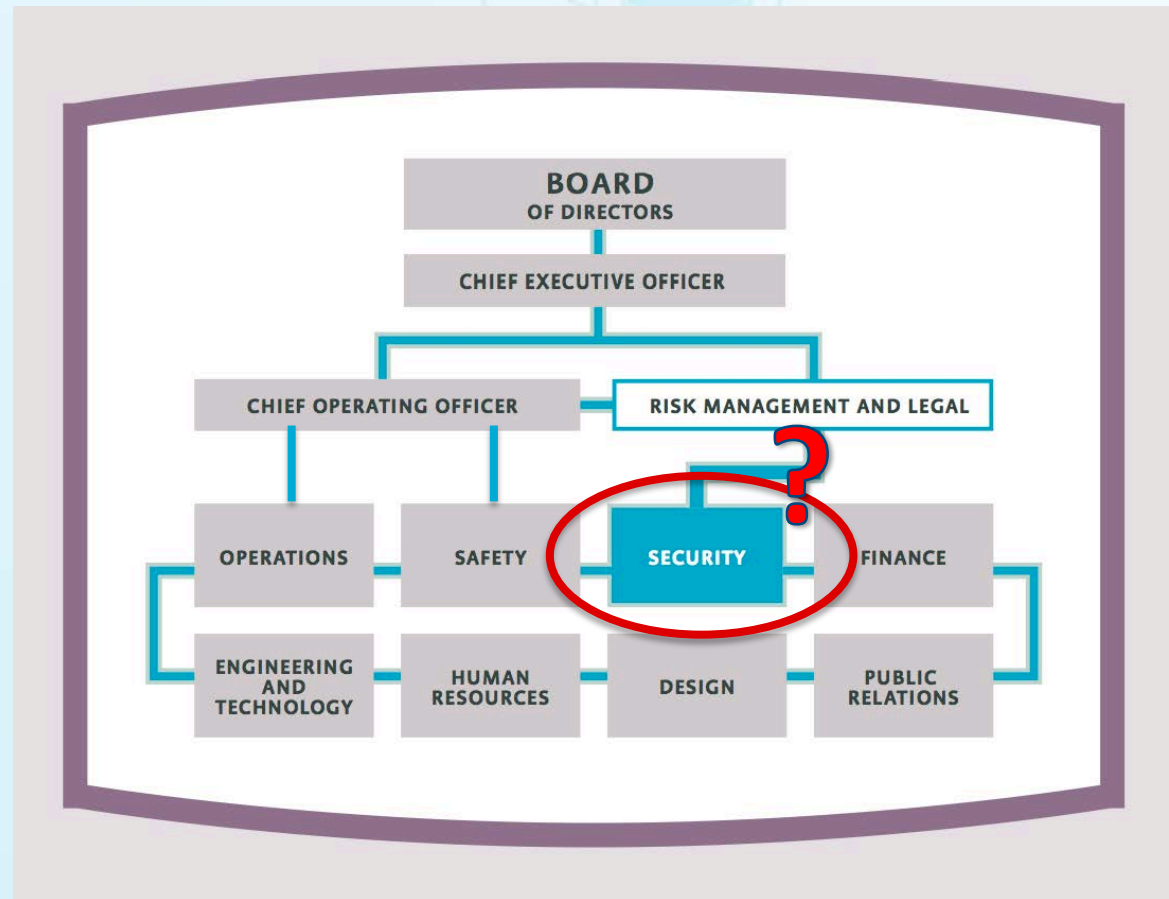
**Ensure that prime responsibility** for the security of nuclear material, other radioactive material, associated facilities, associated activities, sensitive information and sensitive information assets **rests with the authorized persons.**



# Who is Accountable?

## IAEA Guidance

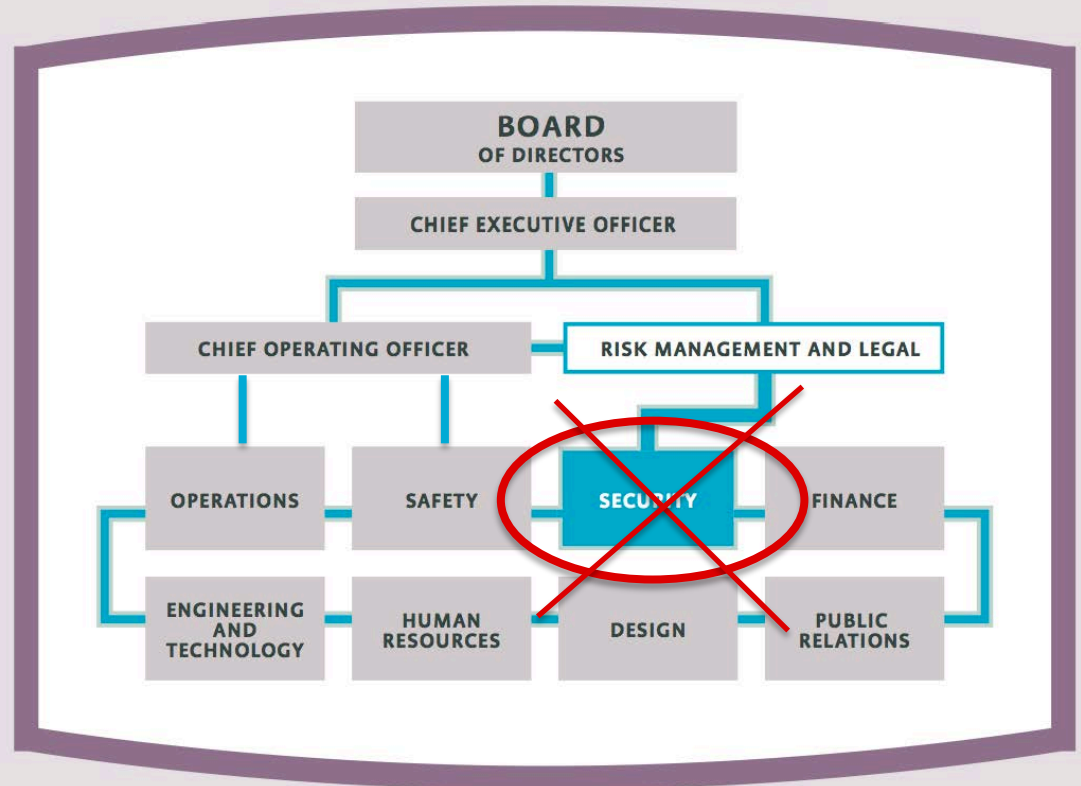
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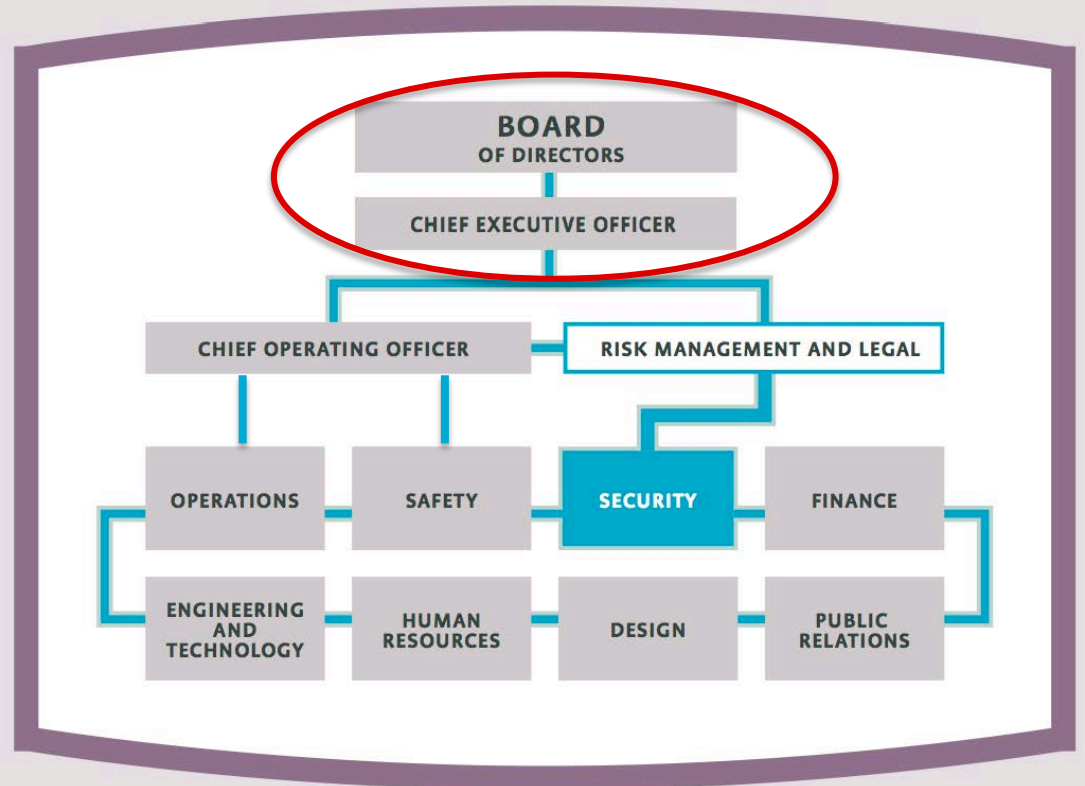
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## IAEA Guidance

**Ensure that prime responsibility** for the security of nuclear material, other radioactive material, associated facilities, associated activities, sensitive information and sensitive information assets **rests with the authorized persons.**



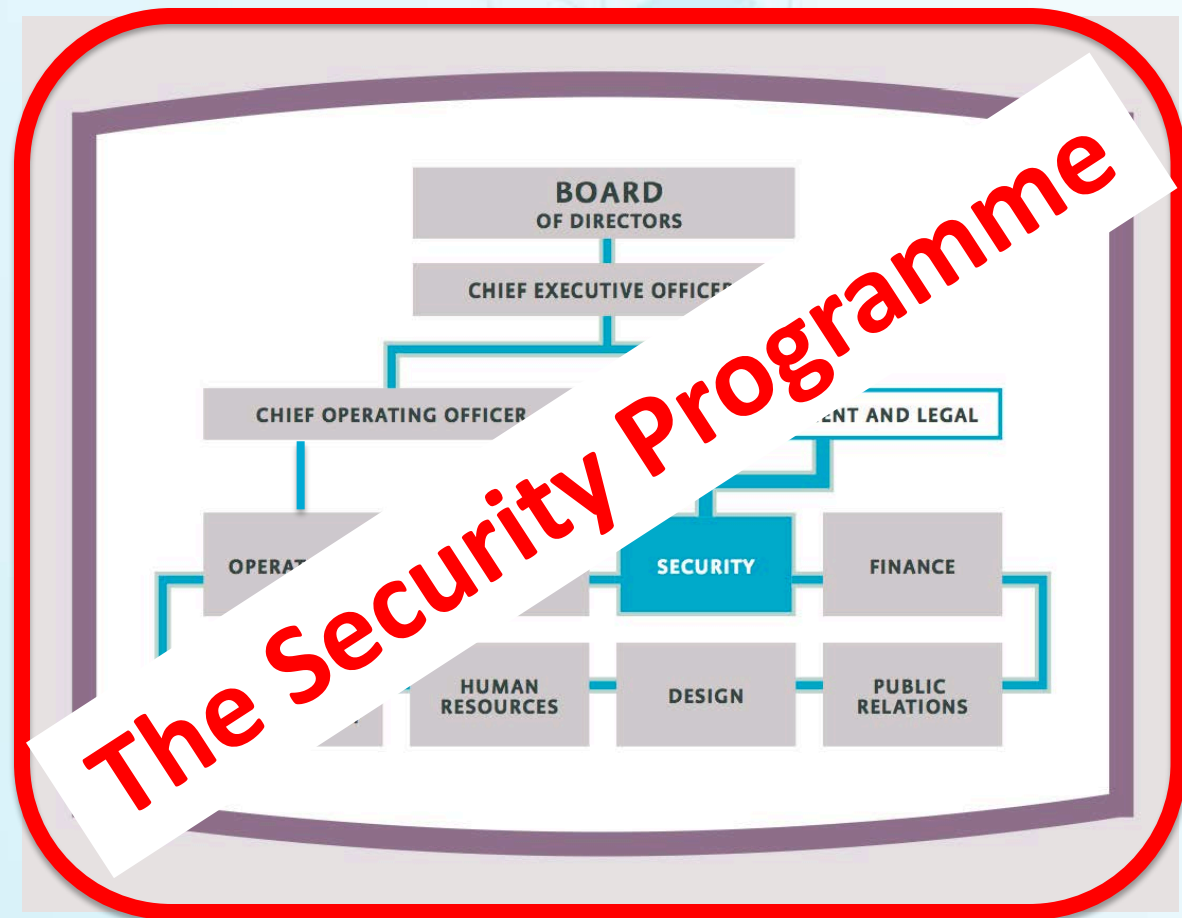
# Who Needs to be Competent?



WINSACADEMY

## IAEA Guidance

Ensure that **prime responsibility** for the security of nuclear material, other radioactive material, associated facilities, associated activities, sensitive information and sensitive information assets **rests with the authorized persons.**





# Competency Framework

## CORPORATE & FUNCTIONAL DIRECTORS

Executive/Board Member  
Human Resources Director  
Legal Director  
Safety Director  
Procurement and Purchasing  
Director  
Engineering and Technology  
Director  
Information Systems Director  
Corporate Head of Security

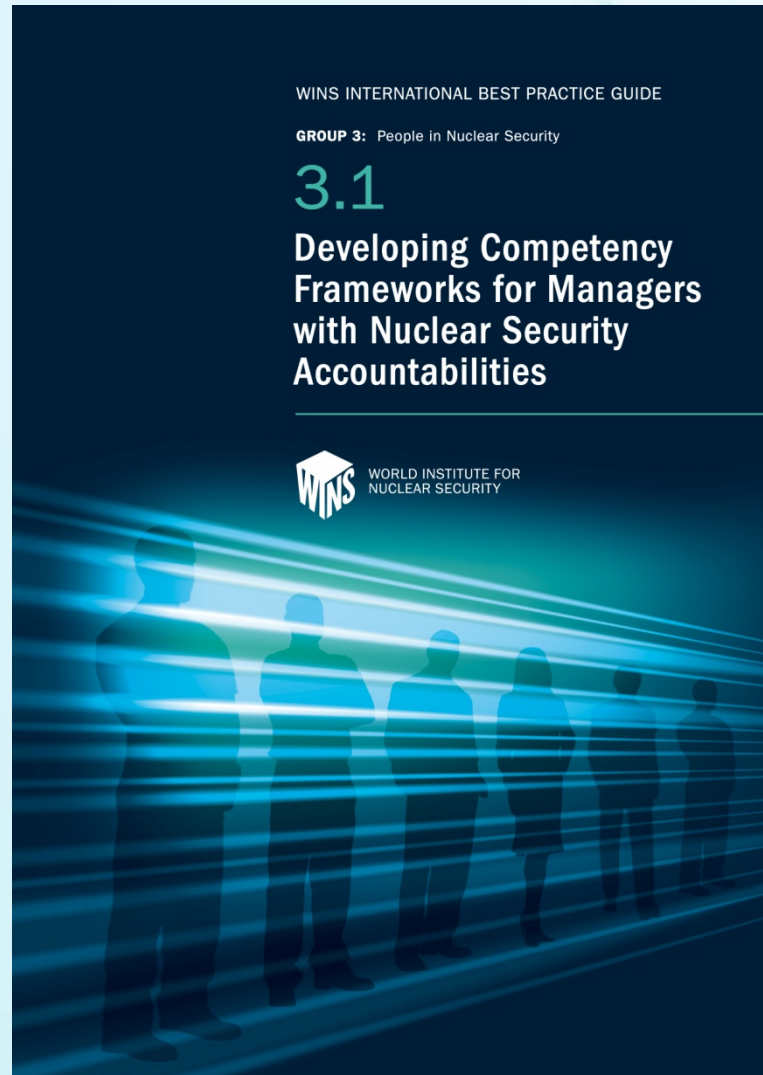
## OPERATORS

Operations Director  
Site Shift Manager  
Engineering and Technology  
Manager  
Site Security Manager  
Emergency Response Team  
Leader  
Health and Safety Manager  
Nuclear Material Custodian

## OFF-SITE ORGANISATIONS

Local Law Enforcement/  
Police  
National Law Enforcement/  
Police  
Government Security  
Regulator

# Competency Framework



# Design of the Academy Programme



# Design of the Academy Programme



PEARSON

ALWAYS LEARNING

**Press Release**

**WORLD INSTITUTE FOR NUCLEAR SECURITY (WINS) ACADEMY ANNOUNCES  
GROUNDBREAKING COMPUTER-BASED TESTING PARTNERSHIP WITH  
PEARSON VUE**



PEARSON

ALWAYS LEARNING

## Unit 2: The Nuclear Industry in Context



### 2.4 The Evolving Threat Environment

Assignments

Suggestions for Further Reading

### 2.4 The Evolving Threat Environment

#### Defining a Generic Design Basis Threat

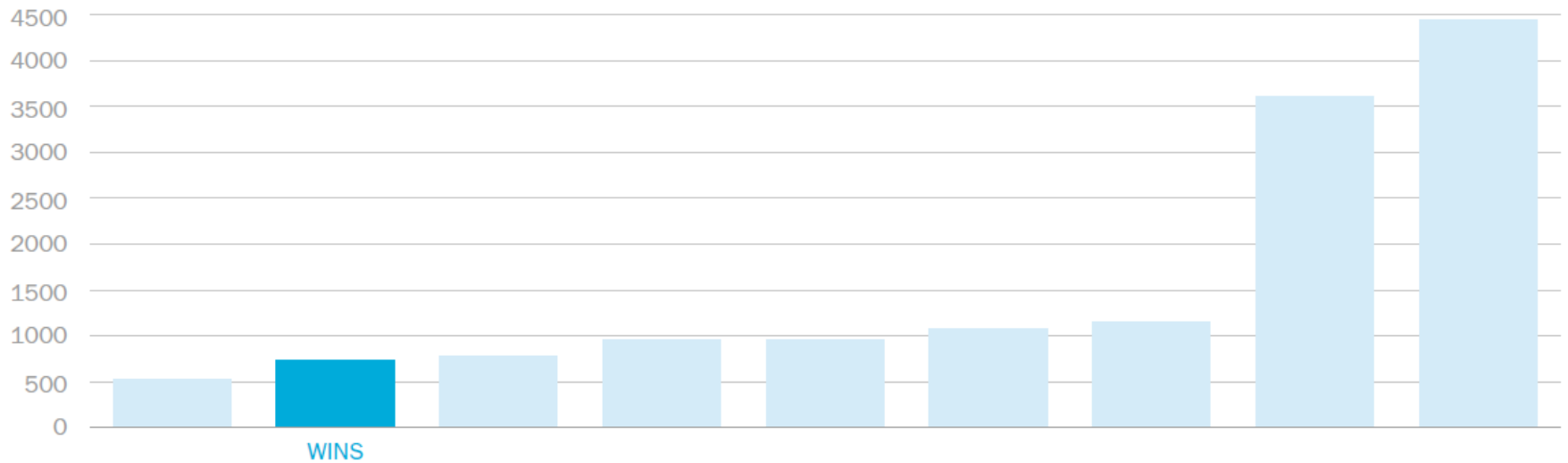
Two questions that frequently arise amongst regulators, operators and response personnel are: "What is a credible threat? What are we trying to defend against?"

It is the responsibility of individual States to decide what kind of threats are credible given such factors as their arrangements for border protection, State intelligence, and counter terrorist policing. It is obvious from reports of terrorist and criminal incidents that many of the same tactics, armaments and equipment are in use worldwide and can be easily used against nuclear and radioactive targets as well.

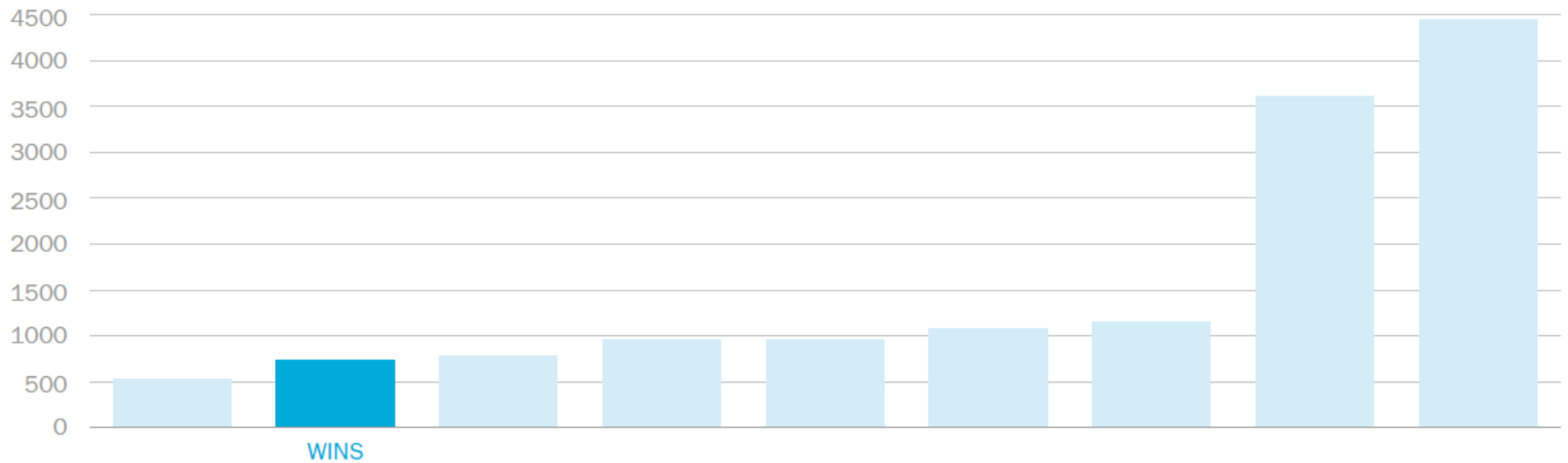
The table, which is based on publicly available information, provides a summary of the range of threats that might exist in a State and the potential implications and considerations for the security of nuclear facilities and materials in transport. The size of the attacking force is not addressed in this table. However, it should be presumed that the attacking force has the assistance of one or more insiders with access to, and knowledge of, the site and/or transport operations.

TYPE OF THREAT AND OBJECTIVE	CAPABILITIES AND CONSIDERATIONS FOR THE PHYSICAL PROTECTION ARRANGEMENTS				
perimeter - external	potential demonstrations, media coverage	chaining paths	chains and lock on devices	obstacles to prevent transport	disrupting behaviour, physical violence
intruder - objective - external death	undetected access to facility, false identity	undetected access to target areas	escape with monitoring assets	buildings, bunkers, hardened vehicles	disrupting behaviour, physical violence, hand guns
air attack	air attack	air attack	air attack	air attack	air attack
submarine attack	submarine attack	submarine attack	submarine attack	submarine attack	submarine attack
space attack	space attack	space attack	space attack	space attack	space attack
land attack	land attack	land attack	land attack	land attack	land attack
naval attack	naval attack	naval attack	naval attack	naval attack	naval attack
air attack	air attack	air attack	air attack	air attack	air attack
submarine attack	submarine attack	submarine attack	submarine attack	submarine attack	submarine attack
space attack	space attack	space attack	space attack	space attack	space attack
land attack	land attack	land attack	land attack	land attack	land attack
naval attack	naval attack	naval attack	naval attack	naval attack	naval attack

## Certification Programme Costs in Context



## Certification Programme Costs in Context



# 2010: Political Commitment to Improve Nuclear Security

Promote and sustain ***strong nuclear security culture*** and ***corporate commitment*** to implement robust security practices

Facilitate ***exchange of best practices***...in nuclear security in the ***nuclear industry***





# 2014 Nuclear Security Summit – Joint Statement



## Nuclear Security Summit 2014 The Hague, the Netherlands



The Netherlands hosted the Nuclear Security Summit in The Hague on 24 and 25 March 2014.



2014, NSS in The Hague

2012, NSS in Seoul

2010, NSS in Washington



# 2014 Nuclear Security Summit – Joint Statement

## Joint Statement

*The following States: Algeria, Armenia, Australia, Belgium, Canada, Chile, Czech Republic, Denmark, Finland, France, Georgia, Germany, Hungary, Israel, Italy, Japan, Kazakhstan, Lithuania, Mexico, Morocco, the Netherlands, New Zealand, Norway, Philippines, Poland, the Republic of Korea, Romania, Spain, Sweden, Turkey, Ukraine, United Arab Emirates, the United Kingdom, the United States of America and Vietnam, aiming for an effective and sustainable nuclear security regime, commit themselves to:*

1. **Subscribe to the fundamental principles** ("Nuclear Security Fundamentals") set forth in the Nuclear Security Series NSS 20, on the Objective and Essential Elements of a State's Nuclear Security Regime;
2. **Meet the intent of the recommendations** contained in the following documents and to realize or exceed these objectives including through the implementation and enhancement of national regulations and other government measures:
  - a) NSS13 (INFCIRC225/Rev.5): "Nuclear Security Recommendations on Physical Protection of Nuclear Materials and Nuclear Facilities;
  - b) NSS14: "Nuclear Security Recommendations on Radioactive Material and Associated Facilities" and The Code of Conduct on the Safety and Security of Radioactive Sources;
  - c) NSS15: "Nuclear Security Recommendations on Nuclear and Other Radioactive Material out of Regulatory Control;
3. **Continue to improve the effectiveness** of their nuclear security regimes and operators' systems by
  - a) Conducting self-assessments;
  - b) Hosting peer reviews (e.g., IPPAS) periodically;
  - c) Acting upon the recommendations identified during these reviews;
4. **Ensure that management and personnel with accountability for nuclear security are demonstrably competent;**

*Additionally, subscribing States intend to contribute to the continuous improvement of nuclear security through one or more of the following actions:*

**“Ensure that management and personnel with accountability for nuclear security are demonstrably competent”**



# 2014 Nuclear Industry Summit – Amsterdam

## **JOINT STATEMENT OF THE 2014 NUCLEAR INDUSTRY SUMMIT**

Amsterdam - March 23-24, 2014

Beurs van Berlage



- Ensuring that all personnel with accountabilities for security are demonstrably competent by establishing appropriate standards for selection, training, and certification of staff,

# Sustainable Partnerships



# Further Information



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[THE ACADEMY](#) [ABOUT THE MODULES](#) [WINS ACADEMY FAQs](#)

## WINS Academy



### WINSACADEMY

exchange and leadership innovation in nuclear security management. Ultimately, the programme will lead to growing levels of competence in a way that is demonstrable and sustainable, thereby improving worldwide leadership and effectiveness in the implementation and regulation of nuclear security.

The WINS Academy is our initiative to provide personnel with management accountabilities for nuclear security with opportunities to become professionally certified.

By offering the first online certification programme in the world for nuclear security management, the Academy will catalyse professional development, knowledge

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#### How it works

Foundation Module

Elective Module

Examination

Certification

The educational design consists of a Foundation Module plus eight elective Modules. All participants will take the Foundation Module plus one elective; the choice of the elective depends upon the participant's area of responsibility.

We plan to release the Modules according to the following schedule:





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**[www.wins.org/academy](http://www.wins.org/academy)**