Strategic Outcomes for Nuclear Security 2020

Dr. Roger Howsley
Executive Director

Nuclear Industry Summit, Washington DC, 30th March 2016
Outline

- WINS Update
- Strategic Outcomes
- The WINS Academy
- Conclusions
“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’ Achievements

65 International Best Practice Workshops and Roundtables

36 International Best Practice Guides Published
International Best Practice Guides
Website with Interactive Member’s Area
Facilitated Workshops Using Innovative Techniques
WINS Workshops

AN EVENT EVERY FIVE WEEKS
WINS Membership Growth

3,100 Members in 114 countries
as of December 31, 2015
## WINS Membership Survey 2015-16

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage Agree</th>
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</thead>
<tbody>
<tr>
<td>I benefit from WINS Membership.</td>
<td>97%</td>
</tr>
<tr>
<td>WINS is a valuable forum.</td>
<td>99%</td>
</tr>
<tr>
<td>The WINS guides are effective for self-assessment.</td>
<td>98%</td>
</tr>
<tr>
<td>The WINS guides cover relevant topic.</td>
<td>99%</td>
</tr>
<tr>
<td>Publishing the guides in different languages is important.</td>
<td>98%</td>
</tr>
<tr>
<td>Attending a WINS workshop was time well spent.</td>
<td>97%</td>
</tr>
<tr>
<td>WINS workshops are innovative.</td>
<td>98%</td>
</tr>
<tr>
<td>I have modified approaches to security because of WINS.</td>
<td>95%</td>
</tr>
<tr>
<td>The WINS website is useful.</td>
<td>99%</td>
</tr>
<tr>
<td>My interactions with WINS are dealt with professionally.</td>
<td>98%</td>
</tr>
</tbody>
</table>
Membership Questionnaire

I have modified approaches to security because of WINS
<table>
<thead>
<tr>
<th>Strategic Outcomes 2020</th>
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<tbody>
<tr>
<td>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.</td>
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<tr>
<td>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.</td>
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<tr>
<td>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.</td>
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<tr>
<td>4. An effective, sustainable international industry forum is operating that implements the recommendations and commitments made during the Nuclear Industry Summits.</td>
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<tr>
<td>5. Some countries have established a peer review programme for nuclear security management practices that involves nuclear operators and related organisations, and it is growing in scope and frequency.</td>
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<tr>
<td>6. Similar to nuclear safety, nuclear security is increasingly seen as a strategic issue for nuclear-related organisations rather than as a regulatory burden.</td>
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<td>7. Security programmes are subject to the business disciplines of effectiveness (performance tested) and efficiency, and security regulations are performance-based.</td>
</tr>
<tr>
<td>8. Nuclear safety and security continue to coalesce, and more of the nuclear safety-related disciplines and management attitudes are being used to enhance nuclear security.</td>
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<tr>
<td>9. Cybersecurity and physical protection arrangements are properly integrated as part of an all-risks approach to the security programme.</td>
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<tr>
<td>10. High quality nuclear security workshops, events and related best practice guides are being implemented, including new ISO publications, and professionally-facilitated meetings are the norm in the sector.</td>
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</tbody>
</table>
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.
“Ensure that management and personnel with accountability for nuclear security are demonstrably competent”
Ensuring that all personnel with accountabilities for security are demonstrably competent by establishing appropriate standards for selection, training, and certification of staff.
Joint Statement on
Certified Training for Nuclear Security Management

2016 Nuclear Security Summit in Washington D.C.

Introduction

Gathered in Washington D.C. on the occasion of the fourth Nuclear Security Summit, the leaders of Canada, the Netherlands, New Zealand, Norway, the United Kingdom and the United States welcome
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.
Strategic Outcomes

The Aviation Security Professional Management Course (PMC) is the most advanced certified aviation security training programme in existence today. Its aim is to provide middle and senior management personnel with new management skills and a greater understanding of the application of the ICAO Standards and Recommended Practices. These have become mandatory in today’s aviation environment, as aviation security management personnel are required to perform more complex and diverse tasks and display greater communicative and management skills to meet new and emerging threats to civil aviation.
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.
CORPORATE GOVERNANCE ARRANGEMENTS FOR NUCLEAR SECURITY:

Analysis of Annual Reports from Regulators and Operators
### CORPORATE GOVERNANCE ARRANGEMENTS FOR NUCLEAR SECURITY:

**Analysis of Annual Reports from Regulators and Operators**

<table>
<thead>
<tr>
<th>NSS PARTICIPATING STATES</th>
<th>REGULATORS</th>
<th>OPERATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANNUAL REPORT</td>
<td>47%</td>
<td>89%</td>
</tr>
<tr>
<td>SECURITY GOVERNANCE</td>
<td>28%</td>
<td>9%</td>
</tr>
</tbody>
</table>
An effective, sustainable international industry forum is operating that implements the recommendations and commitments made during the Nuclear Industry Summits.
An effective, sustainable international industry forum is operating that implements the recommendations and commitments made during the Nuclear Industry Summits.

WORK IN PROGRESS
Some countries have established a peer review programme for nuclear security management practices that involves nuclear operators and related organisations, and it is growing in scope and frequency.
The combined budget of WANO and INPO is bigger than the entire budget of the IAEA. That is how much the nuclear industry prioritizes peer review to achieve safety and operational excellence.

But this excludes security peer review.
Similar to nuclear safety, nuclear security is increasingly seen as a strategic issue for nuclear related organisations, rather than a regulatory burden.
Straits of a Healthy Nuclear Safety Culture
Security programmes are subject to the business disciplines of effectiveness (performance tested) and efficiency, and security regulations are performance-based.
Nuclear safety and security continue to coalesce, and more of the nuclear safety-related disciplines and management attitudes are being used to enhance nuclear security.
STAKEHOLDER PERSPECTIVE – INDUSTRY
“I support a collaborative relationship between our organisations and see a strong similarity in our process of gathering and sharing best practice amongst our members.”

PETER PROZESKY, CEO, World Association of Nuclear Operators
Cybersecurity and physical protection arrangements are properly integrated as part of an all-risks approach to the security programme.
§ 73.54 Protection of digital computer and communication systems and networks.

“the licensee shall review the cyber security program as a component of the physical security program...”
High quality nuclear security workshops, events and best practice guides are being implemented, including new ISO publications, and professionally-facilitated meetings are the norm for the sector.
Strategic Outcomes
The WINS Academy

THE WINS ACADEMY IS NOW ONLINE
Become a certified nuclear security professional
The WINS Academy: Key Roles

- Elective for Scientists, Technicians and Engineers
- Elective for Executive Managers
- Elective for Civil Society Engagement
- Elective for Incident Management
- Elective for Security Programme Managers
- Elective for Transport Security
- Elective for Regulators
- Elective for Radioactive Materials Managers
- Elective for Senior Administrators and Board Directors

FOUNDATION MODULE
Delivering Training Curriculum

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.
Foundation Course + Elective

Textbook
Foundation Module
Certified Professional Development Programme

Textbook
Communicating with Civil Society
Nuclear Security Management Certification Programme
Academy Participation

611 WINS Academy participants in 72 countries as of 31.01.2016
First Academy Graduates

167 Graduates from 33 Countries
“With the WINS Academy Elective for Executive Managers, I learned a lot. Surely security is not one subject that can be isolated. Security is not only guards and guns, it shall always be considered part of an integrated security programme for business success. Taking the Elective course and getting the certification will surely benefit our career, but most importantly it helps us better contribute to our organisations’ daily operations and communications.”

Lijun Liu, AREVA ASIA
WINS Academy Graduate

Mr. Maleka
Physical Security Manager
South African Nuclear Energy Corporation (NECSA)
Conclusions

- Get involved with WINS for the benefit of the entire industry,
- Make use of the WINS Academy for the benefit of your organisation and staff, and encourage professional certification,
- Benchmark your organisation’s performance against the 10 Strategic Outcomes,
- Encourage dialogue and peer review,
- Report your corporate governance arrangements,
- If you need help, please ask.
Thank you

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www.wins.org

Email
roger.howsley@wins.org

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