WINS QMS

Quality Management System Manual

WORLD INSTITUTE FOR NUCLEAR SECURITY

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As the Executive Director of WINS, I acknowledge my responsibility to uphold the quality of our organisation. I also expect every staff member and contractor working for WINS to demonstrate the same commitment and ownership of quality standards and to drive continuous improvement in our processes and performance.

Dr Roger Howsley

Executive Director

September 2016

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1. INTRODUCTION

This manual describes our Quality Management System (QMS), which is based on WINS' overall Strategy. After six years of operation, in 2015 we have revised our Strategy using the tool of *Strategy Mapping* to establish our new Vision, Mission and Strategic Objectives, as well as the implications for funding, stakeholder engagement and internal processes.

WINS' QMS has been certified compliant with ISO 9001:2008 since 2012 and with ISO 29990:2010 since 2014; consequently, this QMS manual has been developed in compliance with both ISO 9001:2015 and ISO 29990:2010. It reflects our commitment to continuous improvement and adheres to the new standard ISO 9001:2015, which formally came into effect in September 2015.

WHO WE ARE

The World Institute for Nuclear Security was launched in 2008 (and began operations in January 2009) with the mandate to share best practices for nuclear security management with our members and the nuclear community. Based in Vienna, we are a not-for-profit international non-governmental organisation (INGO) under Austrian law.

In just six years, WINS has achieved broad international and political recognition. Our work is fully consistent with the IAEA's longstanding work in the field of nuclear security, including its recommendations and guidance regarding the urgent need to improve the security of nuclear and other radioactive material worldwide. We have published 36 International Best Practice Guides on numerous topics relating to the management of nuclear security and held 72 international workshops and events in 23 countries on five continents. Our growing membership now comprises over 3,500 individuals and organisations from 118 countries.

While carrying out our work, it became increasingly clear to us that a strong need exists for professional development and certification opportunities for all management with nuclear security accountabilities. To meet such a need, we launched the WINS Academy in 2014. The programme is centred on a core philosophy that views security as a strategic activity to be implemented across the organisation and as a fundamental aspect of risk management and corporate reputation.

The Academy programme, which can be completed entirely online, consists of a required Foundation Module plus nine elective modules. After completing the selected modules, participants can sit for proctored exams; those who pass receive certification from WINS. The Foundation Module plus three electives were available by the end of 2014; all nine elective modules were made available by September 2016. By September 2016, the Academy had grown to over 726 participants from 77 countries.

To reflect our new emphasis on professional development and certification, we created new Vision and Mission Statements:
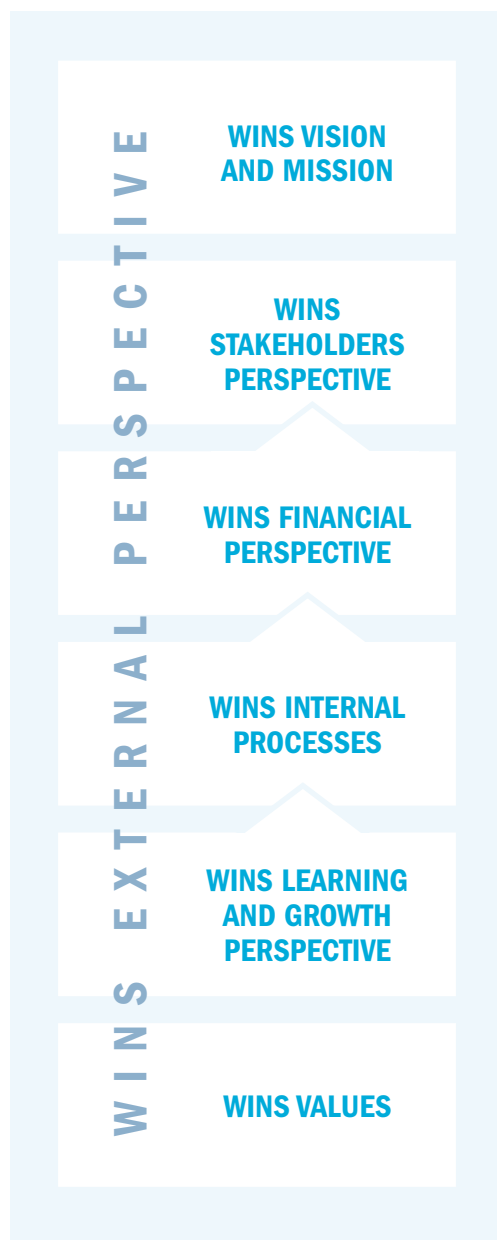
WINS Vision

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

To develop our *Strategic Objectives*, we identified objectives that both WINS and our external Stakeholders want to see achieved by 2020. They include:

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.

WINS reflected carefully on how we can contribute to these objectives and is committed to doing what we can to help achieve them.

WINS EXTERNAL PERSPECTIVE

WINS VISION
AND MISSION

WINS
STAKEHOLDERS
PERSPECTIVE

WINS FINANCIAL
PERSPECTIVE

WINS INTERNAL
PROCESSES

WINS LEARNING
AND GROWTH
PERSPECTIVE

WINS VALUES

2. WINS CONTEXT AND STAKEHOLDERS [1]

Because we operate in the field of nuclear security, we understand that our mission and strategy could be influenced by external events and factors such as 1) whether a significant nuclear security incident occurs that generates major political and public demands for change, 2) how the IAEA's nuclear security programme evolves in the years ahead, and 3) whether other organisations are established or evolve to compete with or complement WINS. While working to fulfil our mission and implement our strategy, we constantly monitor external events so that we can respond flexibly and revise our strategy accordingly.

While working on the strategy mapping process, we have focused on four major areas: 1) Financial, 2) Customers, 3) Processes and 4) Learning & Growth. As a not-for-profit organisation, we understand that how we engage with our stakeholders, how we approach and coordinate our fundraising efforts, and how we promote our strategic objectives all affect our strategic development and sustainability. (Details about how we approach and engage with our stakeholders are presented in the *WINS Strategic Document*.)

3. SCOPE OF QMS

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

– Sharing Operational Experience

– The WINS Knowledge Centre

– Training and Certification

– Evaluation Activities

We have also incorporated the following support processes:

– Website & Communication

– Membership Management

– Quality Management & Control Systems

4. REFERENCE TO ISO STANDARDS

ISO 9001:2015
ISO 29990:29990

1 ISO 9001:2015; §4 Context of the organisation

5. WINS LANDSCAPE

To determine and align our internal processes, we started by creating revised Vision and Mission Statements along with associated external Strategic Objectives. Our goal was to ensure we have the right focus and capability to deliver the work streams. The following Strategy Map summarises the elements and perspectives that comprise our Vision, Mission and Values.
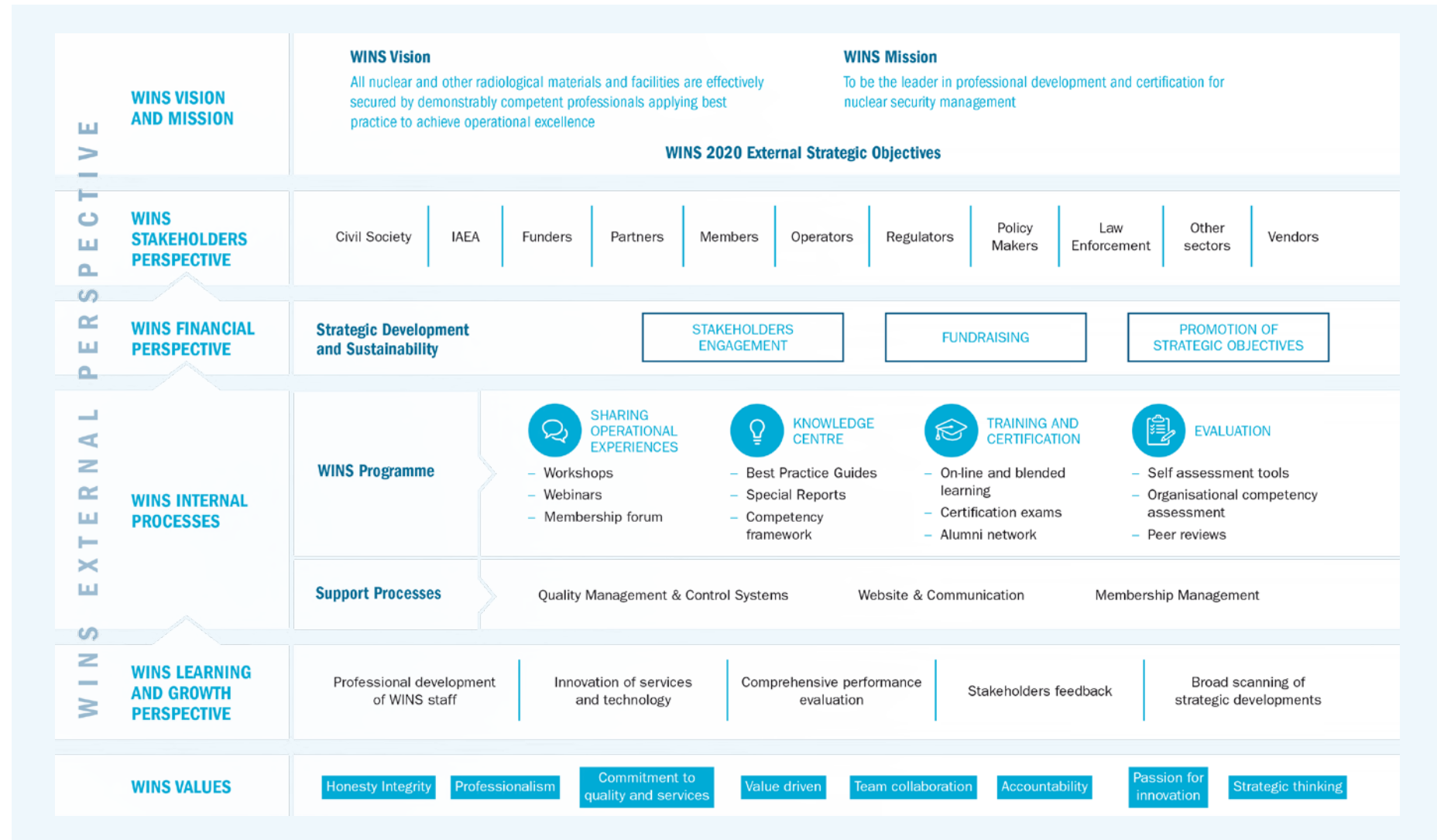
6. LEADERSHIP AND COMMITMENT

WINS is led by an Executive Director and operates under the strategic direction and oversight of a Board of Directors. WINS' *Governing Statute* and the WINS Board Governance Manual define our Board's roles and responsibilities.

The Executive Director demonstrates overall responsibility for the QMS [2] by:

1. Taking accountability for the effectiveness of the QMS

2. Ensuring that quality policies and objectives are established for the QMS and that they are compatible with WINS' strategic direction and context

3. Ensuring that the QMS is communicated, understood and applied within the organisation

4. Ensuring the integration of the QMS requirements into our processes

5. Promoting awareness of the process approach

6. Ensuring that the resources needed are available

7. Ensuring that the QMS achieves its intended results

8. Promoting continual improvement

WINS BOARD

EXECUTIVE DIRECTOR
(Dr Roger Howsley)

WINS TEAM
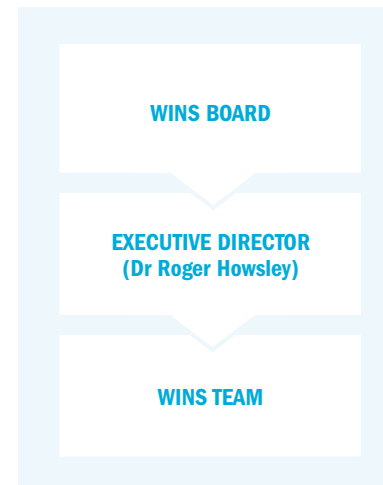
In January 2014, the WINS Board adopted a set of structured guidelines and principles that constitute the framework for good governance at WINS. The Board manual aims to help the WINS Board Chair, Board members, Executive Director and Board Liaison Manager clarify their respective roles and accountabilities. For further details, please see P02 *WINS Board Governance Manual*.

WINS looks to its staff to maintain the highest standards of integrity at all times when conducting the affairs of WINS. The Code's contents represent WINS' values and commitment to complying with the legal requirements guiding WINS status as an INGO. The overriding principles upon which this Code is based are the duties of care and loyalty toward WINS. For further details, please see *P01 WINS Code of Conduct.*

7. ADDRESSING RISKS AND OPPORTUNITIES

We have considered external and internal parameters when setting the framework for risk management as an integrated component of the WINS Strategy. The overall objective has been to identify, assess and manage strategic risks and opportunities that could affect the viability of our organisation. For more detail, please see *P03 WINS Management of Risks and Opportunities and the current Risks Assessment and Risks Register*. [3]

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2 ISO 9001:2015; §5.1.1 Leadership and commitment for the quality management system

3 The WINS Risk Register is an evolving document that is updated continuously in the light of new risks as well as assessment of existing risks as correlated with control and response measures.

8. RESOURCES

The Executive Director and the Board are responsible for helping to ensure that we have the resources needed to implement our processes and continually work to innovate and improve them.

PEOPLE

Our people contribute to our success in achieving our goals and raising our profile. We have developed our Competency Framework in respect to our overall strategic objectives and the vision and mission they support, underpinned by our core values. This Framework is designed to support and enhance the WINS performance management process. We aim to use it to:

a. Define what is required in a given role,
b. Set the development targets to achieve higher levels of performance, and
c. Ensure a competency based recruitment and selection process.

For more detail, see *P04 WINS Competency Framework*.

On an annual basis, the Executive Director completes a plan for the coming year that includes requirements for the work environment, financial resources, and staff; the Board reviews and approves the plan as appropriate. The Executive Director ensures[4] that people are assigned to roles based on their education, training, skills and competencies. Furthermore, the Executive Director ensures that the responsibilities and authorities for relevant roles are assigned, communicated and understood within the organisation. (For a current staff list, see the *WINS Organisational Chart*.)

Because WINS is committed to personal and professional development, all staff members are encouraged to continue developing new skills, including receiving personal coaching. The Executive Director / Line Manager meets with each staff member every 6 months to assess their performance[5] and agree targets. Each person prepares a brief assessment of their achievements during the preceding period and proposes goals and targets for the forthcoming period, including personal development needs.

The performance discussion covers topics such as:

– Successes in achieving or exceeding personal goals and making an outstanding contribution to WINS
– The identification of any obstacles or difficulties in achieving the objectives and proposed improvements
– Training and Professional Development needs and opportunities
– A reiteration of the importance of adhering to our quality standards and the *P01 WINS Code of Conduct*

We periodically organise team building events to discuss selected topics relevant to the organisation, such as the WINS strategy, teamwork, internal and external communication and improvement of our QMS.

INFRASTRUCTURE AND WORK ENVIRONMENT

We maintain an infrastructure that is healthy and safe so that it continues to meet our needs. This includes people's workspace, equipment, software, and telecommunications support.

For more information on our working arrangements, working environment and IT security and infrastructure, please see:

– *P05 WINS Working Arrangements*
– *P06 WINS Health, Safety and Security Procedure*
– *P07 WINS Information Technology Security Procedure*

EXTERNAL PROVIDERS

WINS depends on support from external providers of services to achieve its goals and objectives. We seek external providers who offer products and services that meet our high standards and expectations and who understand our needs.

The specific requirements, criteria for selection, and methods of monitoring, evaluating, and re-evaluating the performance of external providers is outlined in detail in *P08 WINS External Providers Selection and Evaluation Procedure*.

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4   ISO 9001:2015; §7.2 Competence

5   ISO 9001:2015; §7.1.5 Monitoring and measuring resources and §7.1.6 Organisational knowledge
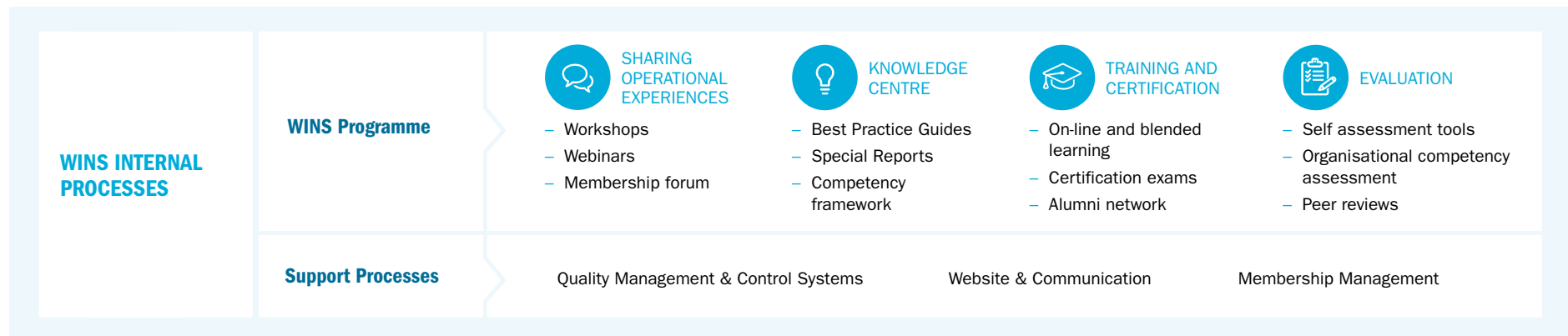
9. THE WINS PROGRAMME

As illustrated in the diagram, our programme has been structured around four main work streams that enable nuclear security practitioners and their organisations to benefit from multiple and progressive opportunities for professional development and related services. Our work streams and associated processes enable us to complete our Strategic Objectives and achieve our Quality Objectives.

We have designed our processes to enable us to continually improve our services and activities. Because we are always looking for ways to share best practices with the nuclear security community, they need to be flexible, creative and dynamic. We see the elements of the WINS programme as a toolbox that enables us to customise our offerings and provide our customers with the best possible services for their needs.

We have outlined our main processes on the following pages; each one is described in detail in a separate document.

WINS INTERNAL PROCESSES	WINS Programme	SHARING OPERATIONAL EXPERIENCES	KNOWLEDGE CENTRE	TRAINING AND CERTIFICATION	EVALUATION
		– Workshops – Webinars – Membership forum	– Best Practice Guides – Special Reports – Competency framework	– On-line and blended learning – Certification exams – Alumni network	– Self assessment tools – Organisational competency assessment – Peer reviews
	Support Processes	Quality Management & Control Systems		Website & Communication	Membership Management

SHARING OPERATIONAL EXPERIENCE

This work stream is the main platform for WINS members and other nuclear security practitioners to exchange their experiences and lessons learned from implementing security programmes for nuclear and other radioactive materials in use, storage and transport. Examples of activities include workshops, webinars, roundtables and other pertinent events. They include both face-to-face (workshops, roundtables) and virtual (webinars, internet forums) opportunities for exchange.

The major focus of such activities is on the identification of nuclear security best practices and on increasing the awareness of managers and other individuals with security accountabilities about the credible threats, possible consequences of malicious acts, and best approaches for implementing cost effective security arrangements. We seek to ensure that all of our events are interesting, innovative and highly interactive.

Details on operational planning and control[6]—from determining inputs and defining detailed processes to final outputs—are available in *P09 Organising and Conducting Workshops, Webinars and Other Events Procedure*.

THE WINS KNOWLEDGE CENTRE

Building on the outputs of its work stream on *Sharing Operational Experience* and on the information produced since its establishment, WINS continually disseminates best practices and other useful information that practitioners can use to effectively strengthen nuclear security.

A key objective of this work stream is to support the identification of required skills and competencies for managers and other individuals responsible for the security of materials and facilities and to provide the foundation for the design and implementation of adequate organisational structures and associated competency frameworks in nuclear operating organisations.

Outputs under this work stream include WINS International Best Practice Guides, a set of special publications on topics dealing with nuclear security management, and various methodologies and tools to develop effective competency frameworks for nuclear security management.

Details on operational planning and control—from determining inputs and defining detailed processes to final outputs—are available in *P10 Developing and Publishing Best Practice Guides and Other Special Reports*.

TRAINING AND CERTIFICATION

This work stream comprises the WINS Academy, which offers a suite of certified training combining online and blended learning opportunities. Certification covers various professional responsibilities and topical areas.

WINS has recently instituted an Alumni Programme that enable certified WINS Academy graduates to benefit from continuing professional development opportunities and to ensure their continued security competence through recertification.

As ilustrated in the figure to the right, the training and certification programme comprises five components.

Details on the Academy Programme and its quality processes are available in *P11 Developing and Publishing Certified Professional Development Materials* and in *P12 Managing Certification Programme*.

ACADEMY CERTIFICATION PROGRAMMES

PARTICIPANT ENGAGEMENT AND MARKETING

QUALITY MANAGEMENT

WINSACADEMY

WINS ACADEMY ALUMNI

PARTNERSHIPS

EVALUATION

This work stream provides the nuclear community with assessment tools that help to identify possible improvements and to benchmark facilities and organisations. Such tools are available for both internal (self-assessment) and external (e.g. peer review) use. Major areas of focus include a

company's organisational structure, its maturity vis-á-vis the development and implementation of a competency framework for nuclear security, and the level of security culture it has achieved.

WEBSITE AND COMMUNICATION

We use our website, the *face* of WINS, to:

- Offer materials and information with a clear operational focus that cannot be obtained anywhere else.

- Provide a forum where the nuclear security community can communicate with us and with each other, creating networks and enhancing overall expertise.

- Promote our expertise and value to attract new members.

- Communicate on past and forthcoming WINS events and publications.

- Promote the WINS Academy professional development and certification programme and provide information about the Academy to potential and enrolled participants (via the Academy section of the website).

- Promote WINS activities in ways that encourage applications from people who are accountable for nuclear security and actively support us.

- Promote feedback from our members and ensure we respond to their needs.

- Encourage members to participate in events, collaborate in the online community, and contribute to the materials we publish.

For more details, see *P13 WINS Website and Communication Management Procedure*.

WINS MEMBERSHIP

WINS is a membership-based organisation comprised of both individuals and corporate members. Our members constitute a rich, varied nuclear security community drawn from industry, government, law enforcement, and academic and research institutions. WINS enables its members to exchange ideas, network, promote leadership, and increase their professional development. We continually strive to maintain high levels of member satisfaction and increase membership by providing relevant, high quality services.

For more details on how WINS membership is managed and administered, please see *P14 WINS Membership Procedure*.

10. QUALITY MANAGEMENT AND CONTROL SYSTEMS

MONITORING

We define the key performance indicators and monitor and measure our performance against set targets. In accordance with ISO 9001:2015, we determine:

a. The indicators that need to be monitored and measured,

b. The methods used to monitor, measure, analyse and evaluate these indicators,

c. The frequency and timeline for monitoring and measuring, and

d. The process used to analyse and evaluate the results.

An overview of the most up-to-date WINS KPIs is available in the WINS Monthly Dashboard, an internal document.

The Executive Director takes an active role in achieving, and continually improving, how we respond to the needs, requests and feedback from different organisations and governments. This includes reviewing external feedback and taking appropriate actions for improvement.

DOCUMENTED INFORMATION

The documented information required by the quality management system is managed and controlled as set out in Clause 7.5 of ISO 9001:2015.

For more information, please see *P15 WINS Documented Information.*

FINANCIAL MANAGEMENT

We have defined internal accountabilities and appointed third party external auditors to ensure regular control of our finances and the accuracy and adequacy of our financial management and control.

In doing so, we aim to achieve the following:

– Our financial management complies with external accounting requirements and principles.

– Our operations and projects comply with our financial control policies.

– Our projects finish on time and within budget.

– Our staff report on the adequacy of our resource levels.

– Our Board and funding organisations are satisfied with our progress and financial reports.

For more information, see *P16 WINS Financial Procedure* and *P17 WINS Expenses Reimbursement Procedure*.

REPORTING SERIOUS CONCERNS

WINS encourages its staff, including fulltime employees, cost free experts, seconded experts and interns, to raise any serious concerns they may have within the organisation and report any suspected or actual occurrence(s) of illegal, unethical or inappropriate actions so that an investigation and appropriate actions can be taken. WINS is committed to protecting employees who report wrongdoing in accordance with this policy, as well as those who may be wrongly or falsely accused, from undue negative repercussions.

For more information, see *P18 WINS Policy for Reporting Serious Concerns*.

INTERNAL AUDIT

In compliance with Clause 9.2 of ISO 9001:2015 and Clause 4.9 of ISO 29990:2010, we conduct internal audits at planned intervals to determine whether our quality management system:

 a. Conforms to the requirements set by these International Standards, as well as to the quality management system requirements established by WINS, and

 b. Is effectively implemented and maintained.

Internal audits are undertaken at least once annually. We may initiate them with a greater frequency if determined by QMS requirements, corrective actions, statutory/legal requirements, management decision, concerns raised by third parties / third party audits, employee concerns, or management review concerns.

Due to the small size of our organisation and the interconnectivity of our team members, we may carry out internal audits by employing an independent expert outside the organisation, who has been selected on the basis of his/her qualifications and demonstrable experience in similar organisations, to work together with assigned internal staff.

The audit team:

 a. Defines the audit criteria and scope of each audit.

 b. Conducts the audit to ensure the objectivity and impartiality of the audit process.

 c. Records objective evidence to verify process compliance, both with our own QMS requirements and with ISO 9001:2015 and ISO 29990:2010 requirements.

 d. Generates and reports audit findings.

The outputs of the internal audit include necessary corrections and corrective actions. We also retain documented information [7] as evidence that the audit programme and its results have been implemented.

MANAGEMENT REVIEW

In accordance with Clause 9.3 of ISO 9001:2015 and Clause 4.3 of ISO 29990:2010, we conduct a management review of our QMS to ensure its continuing suitability, adequacy and effectiveness.

The management review is planned and carried out on scheduled intervals (at least once annually), taking into consideration:

a. The status of actions from previous management reviews

b. Changes in external and internal issues relevant to the quality management system, including its strategic direction

c. Information on the quality performance, including trends and indicators for:

   1. Nonconformities and corrective actions

   2. Monitoring and measurement results

   3. Audit results

   4. Customer satisfaction

   5. Issues concerning external providers and other relevant interested parties

   6. Adequacy of resources required for maintaining an effective quality management system

   7. Process performance and conformity of products and services

d. The effectiveness of actions taken to address risks and opportunities

e. New potential opportunities for continual improvement

The management review may also consider such issues as cost of quality and non-quality, the integration of the quality system with other operations and activities, and market and customer response to the quality effort.

The Executive Director determines the review schedule and dates in coordination with participating attendees. Management review meetings are chaired by the Executive Director and are attended by department managers and other staff members as applicable and agreed. Absent attendees receive minutes of the review meeting and, after reviewing the minutes, may submit their input for inclusion.

The outputs of the management review include decisions and actions related to:

a. Continual improvement opportunities

b. Any need for changes to the quality management system, including resource needs

Minutes of management review meetings are prepared by an assigned staff member and are then distributed to attendees, as well as to anyone who was absent. The minutes and other documents associated with the review are considered internal documents because they contain proprietary information.

NONCONFORMITY AND CORRECTIVE ACTIONS

In accordance with Clause 10.2 of ISO 9001:2015 and Clause 4.4 of ISO 29990:2010, we review our QMS and our processes for identifying and managing nonconformities.

Through a structured series of management meetings and reviews at the team, operational, finance and strategic levels, we review all aspects of our QMS and processes through a Plan-Do-Check-Act (PDCA)[8] cycle. We also determine and select opportunities for improvement and implement all necessary actions to:

a. Improve processes that prevent nonconformities,

b. Improve processes and services to meet known and predicted requirements,

c. Improve quality management system results[9].

CONTINUAL IMPROVEMENT

Within our processes, we assess and measure outcomes and results. This gives us insight into potential requirements or causes of issues. We use these insights to consider changes to processes, training for our staff, and creative ideas for offering new events and materials. We use the outputs from our management review to confirm whether areas of underperformance or opportunities exist that should be addressed as part of the continual improvement process.

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.

When we identify[10] a nonconformity, we investigate its underlying cause(s) and take action(s) according to the nature of the non-conformance. We also seek to ensure that corrective actions are appropriate to the effects of the nonconformities encountered.

At regular intervals, we review the effectiveness of any corrective action(s) taken and, where appropriate, make changes[11] to the quality management system.

We also retain documented information as evidence of:

a. The nature of the nonconformities,

b. The actions subsequently taken, and

c. The results of the corrective actions.

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 technology on which we rely; and constantly scan the external environment for strategic developments and opportunities.

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8 ISO 29990:2010 § 4.4

9 ISO 9001:2015 § 10.1

10 Internal audit findings, third party audit findings, complaints, observations, incidents, near misses etc.

11 ISO 9001:2015 § 10.2.1

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