

STRATEGIC PLAN 2004-06

1. PROCESS

At the General Assembly in 2002 it was agreed that the Board of Directors would draw up a Strategic plan covering the next three years. It was proposed to review the Federation's objectives and look at how the global situation in which EFNDT operates has changed. It was then proposed to carry out a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, which should identify gaps in the Federation's activities and develop specific strategies.

After a very constructive brainstorming at the BoD meeting in Glasgow in May 2003 a draft plan was prepared for circulation first to the full Board of Directors and then to the full membership ahead of the General Assembly meeting in Prague in November 2003. The GA then approved the plan and defined a series of Working Groups to prepare Action Plans. The Action Plans were refined and approved by the Board of Directors at its meeting in Moscow in March 2004.

2. SITUATION ANALYSIS

This analysis led to a consensus on a number of important changes in the scenario in which EFNDT and its member societies operate:-

(i) safety (personal and environmental) places increasingly important demands on NDT in service as well as in-manufacture and also requires increased promotion of the benefits of NDT.

(ii) NDT business in all its aspects is tending to be "globalised" and subject to standards, directives and regulations which are determined outside national boundaries. These are sometimes European (e.g. PED), sometimes sectoral (e.g. NADCAP) and sometimes international (e.g. ISO, IAEA, IAF ..).

(iii) the breadth and depth of technologies encompassed by NDT is increasing and many member societies now cover condition monitoring and diagnostic technologies as well as traditional NDT.

3. STRENGTHS AND WEAKNESSES OF EFNDT

It is considered that EFNDT is now established and respected to the point where it can provide a stable platform for more effective representation for the benefits of its

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membership, particularly with greater engagement of the members. More involvement with the NDT societies of Eastern Europe is needed and also greater promotion of the contribution EFNDT can make to standards committees or authorities and regulatory bodies in all sectors concerned with safety.

EFNDT's role as a Federation of societies is complementary to the roles of individual member societies. Even in situations where members cannot find a consensus EFNDT has a role to play in providing a forum for information, debate and discussion so that individual members are fully informed.

4. OPPORTUNITIES FOR EFNDT

It was considered that the largest single opportunity relates to more extensive use of the EFNDT website as an information portal linked to member societies websites to share knowledge across national boundaries between individuals in NDT and those outside NDT who need information. Other opportunities identified for further discussion included:-

- (i) creation of a database of European NDT books and courses in a variety of European languages for training at all levels (school, college, university, technician, and professional)
- (ii) an EFNDT approval system for personnel certification bodies and
- (iii) creation of EFNDT Guidelines "documents", published on the website, on key topics (e.g. In-Service Inspection, Training guidelines for new technologies ...).

5. KEY STRATEGIES

The key strategies which are emerging from the situation analysis and the review of strengths, weaknesses and opportunities are:-

- (i) Improved use of Internet technologies including an intelligent NDT information portal, databases/libraries of training handbooks/courses, increased use of internet for intra-EFNDT communications and an Internet discussion Forum.
- (ii) Involvement of EFNDT in external bodies including the promotion of EFNDT to a wider group of organisations, more proactive involvement in key organisations, and continue strong links to NDT Societies outside Europe, mostly via ICNDT.
- (iii) Refocus attention on overall NDT quality system, develop better understanding by employees of the role of accreditation, qualification and job specific training, and recognise quality issues for new technologies.
- (iv) Promotion of NDT for Safety purposes including promotion to international bodies, governments and to the public. Promotion also of the broader scope of modern NDT (in-service inspection, materials testing, condition monitoring, anti-terrorism diagnostics, environmental diagnostics).

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6. ACTION PLANS

Following the input from four working groups (led by Dr Link, Mr Roche, Mr Aufricht and Professor Krstelj), Action Plans were prepared. These are tabulated in Tables 1 to 4 with the results of the deliberations of the Board of Directors indicated in the right-hand columns.

The Tables show the Action recommended, cost to EFNDT, who will take the Action, the completion date and the decision of the Board of Directors as recorded at the BOD Meeting in Moscow in March 2004. Additional notes by the author are given in the BOD decision column in italics.

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TABLE 1: ACTION PLAN: Improved use of Internet technologies

Key Strategy: **Improved use of Internet technologies** including an intelligent *NDT information portal*, databases/libraries of training handbooks/courses, increased use of internet for intra-EFNDT communications and Internet discussion Forum

Task Group Leader: Dr R Link (Convenor) – Group: M Gallagher / P Mazal / I Pushkina

	Action (What)	Cost?	Who?	When?	BOD Decision
1	Formation of an “Intranet” for the EFNDT members, which allows and facilitates communication within the Federation as a total as well as within task groups, working groups or parties. DGzFP already has it for its internal use. The one-off investment for EFNDT with unlimited number of licensed users is about 2300 Euro <i>Originator: Dr Link</i> <i>Time: ½ year</i> <i>Priority: 1</i>	€2,300	DGZfP	Nov '04	Agreed
2	Opening an NDT Forum for internal and public use. According to experience this is time consuming and needs a person who is readily taking care of it. Eventually EFNDT might join the forum of ndt.net ----- New development: <i>weblock</i> (free of cost) facilitates discussion of articles, enables placement of images, etc. Need address, e.g., efnndt ... (example can be seen via Google – search on “weblock”) <i>Originator: Dr Link</i> <i>Time: 1 month</i> <i>Priority: ?</i>	€0	BOD	?	Not recommended BOD very interested, but postponed decision pending DGZfP experience

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	Action (What)	Cost?	Who?	When?	BOD Decision
3	<p>Online document databank. A comprehensive data bank of ndt, welding, casting steel publications (250,000 documents at present) steadily updated. The search up to sources and abstracts is free of cost. Original papers are charged. See www.interhost.de/dgzfp . An English menu can be provided. Access through the EFNDT Home Page.</p> <p><i>Originator: Dr Link/Mr Gallagher</i> <i>Time: Immediately</i> <i>Priority: 2</i></p>	€0	DGZfP	May '04	<p>Agreed</p> <p><i>(MEG to investigate linking BINDT document database)</i></p>
4	<p>Online data bank standards. A comprehensive data bank including all European and some international standards associated with NDT. It comprises keywords, present state and general actual information on standards (not the complete standard!). This data bank exists in German language for DGZfP members and must be adapted to English.</p> <p>The one-off cost for this would be approximately 5000 Euro to be met by DGZfP, and recovered through surplus from ECNDT 2006. A fee for each user of 50 Euro per year is required (the same condition as for DGZfP members).</p> <p><i>Originator: Dr Link</i> <i>Time: ½ year</i> <i>Priority: 3</i></p>	€5,000	DGZfP		Agreed

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	Action (What)	Cost?	Who?	When?	BOD Decision
5	a) All EFNDT member websites MUST provide a link to EFNDT <i>Originator: J M Farley</i> <i>Time: Immediately</i> <i>Priority: 1+</i>	€0	Secretariat	ASAP	Agreed, Secretariat to organise
	b) EFNDT Website to include a Search Engine which will search all EFNDT website resources AND all member NDT societies website resources and other nominated website resources This is already included in the EFNDT website if the page link is in the home page of member society or other nominated website. <i>Originator: J M Farley</i> <i>Time: As soon as possible</i> <i>Priority: 1</i>	€0	Secretariat		Agreed Secretariat to organise and check
5	c) Pilot trials of internet Video meetings (e.g. CEC or Task Group). At the moment this is easy and can (video camera) be realised with very low cost for bilateral video communication. Multilateral communication at the same time is as far as we know expensive at the moment. There are developments going on which might facilitate in future. <i>Originator: J M Farley</i> <i>Time: Wait</i> <i>Priority:</i>	?	BOD	?	Review in 12 months

(Note: BOD to give further consideration to providing databases/libraries of NDT books, training manuals etc. - Action at next BOD)

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TABLE 2: ACTION PLAN: Involvement of EFNDT in external bodies

Key Strategy: ***Involvement of EFNDT in external bodies*** including the promotion of EFNDT to a wider group of organisations, more proactive involvement in key organisations, and continue strong links to NDT Societies outside Europe, mostly via ICNDT

Task Group Leader: Mr R Roche (Convenor) – Group: M Doniga / M Gabriska / J Volker / J R Thompson

	Action (What)	Cost?	Who?	When?	BOD Decision
1	On the base of the UN definition of the “geographical area of Europe”, check if there are countries which are not yet members of EFNDT and make contact with their NDT Society. Add to register of members/potential members, and indicate FM or AM	0	Secretariat	For Nov 2004 GA	Agreed
2	For countries in this European area that have no NDT Society, develop a positive plan to assist such countries with the formation of an NDT Society provided that it becomes an EFNDT full member. <i>Originator: J R Thompson</i> <i>Priority: 6</i>	?	?	?	Review at next BOD
3	Draw up a map of External Bodies at the European level with an interest in NDT and give the website of each. Nominate an EFNDT contact person where appropriate. Make all this available on the EFNDT website. <i>Originator: J M Farley, R Roche</i> <i>Priority: 2</i>	€0	JMF, RR, MEG, RL, GH	BOD Nov '04	Agreed

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	Action (What)	Cost?	Who?	When?	BOD Decision
4	Having identified such bodies, EFNDT should invite them to take up Associate Membership. Where such bodies have considerable influence in the field of NDT or engineering safety, e.g. EASA, EFNDT should create a new class of membership such as "Affiliate Member", having no membership fee. This could enable EFNDT to have a greater influence in such area.	0	Secretariat	2005	Affiliate not necessary; create mailing list of such external bodies for website
5	Each National NDT Society should be encouraged to mirror the action No.3 at a national level.	?	BOD	?	Defer decision
6	Prepare guidelines for EFNDT representatives/contacts to External Bodies				Complete issue as an Internal Regulations after GA in Nov 2004

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	Action (What)	Cost?	Who?	When?	BOD Decision
7	<p>There are three major groups within ICNDT:</p> <ol style="list-style-type: none"> 1. Europe (EFNDT) 2. Asia (A-PCNDT) 3. America (PANNDT) <p>A fourth potential area group, Africa, is presently benefiting from IAEA development funding. EFNDT should suggest the creation, through ICNDT, of a Geographical Area Group liaison committee: the role of this Committee could extend to:</p> <ol style="list-style-type: none"> 1. Dissemination of information on technical regulations, codes and standards affecting NDT 2. Coordination of conference activity, including joint conferences 3. Coordination of training programmes 4. Harmonisation of personnel certification <p><i>Originator: J R Thompson</i> <i>Time:</i> <i>Priority: 9</i></p> <p><i>Comments:</i></p>	?	?	?	Await outcome of African IAEA work

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	Action (What)	Cost?	Who?	When?	BOD Decision
8	Creation of a new annual, biennial or ad hoc workshop, held in various countries by rotation, dealing with the main topic of the moment. Such an event would not detract from the ECNDT since it will NOT be held in the year of the ECNDT, and its scope would be entirely focused. This would enable the formulation of EFNDT policy and opinion on a particularly topic and enable formal representation of the authority concerned.				To be considered at next BOD (<i>suggestions of societies, topics and locations invited</i>). Modalities to be established by BOD; e.g., % of surplus to EFNDT
9	The present system of individual national accreditation systems does not lead to technical equivalence of the application of EN473 by the various qualification and certification schemes. It is therefore suggested that EFNDT lead the world by creating an entirely open peer review process for certification bodies. This would entail the further development of the existing ECP procedure for assessment of certification bodies where no national accreditation system exists. <i>Originator: J R Thompson</i> <i>Priority: 2</i>	?	EFNDT CEC	2004	Dealt with in BOD BOD is preparing an "Approval" system

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	Action (What)	Cost?	Who?	When?	BOD Decision
10	EFNDT should seek liaison status at ISO TC 135 meetings				Rejected because ICNDT has a Liaison status already

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TABLE 3: ACTION PLAN: Refocus attention on overall NDT quality system

Key Strategy: **Refocus attention on overall NDT quality system**, develop better understanding by employers of the role of accreditation, qualification and job specific training, and recognise quality issues for new technologies.

BOD Decision: Develop an EFNDT web-based guidance “document” on the objectives expressed herein (and more). Task Group to provide contents list for next BOD, assigning specific “chapters” to individuals or NDT societies. This should be followed by a Gap Analysis and a Dissemination Plan.

Task Group Leader: Mr G Aufricht (Convenor) – Group: X Deliege / G Hennaut / E Romero / J Sillpanpaa

	Action (What)	Cost?	Who?	When?	BOD Decision
1	Training and experience should be appropriate and relevant. EFNDT should issue a guidance		Task Group		See above
2	EFNDT should issue an NDT personnel certification body approval system				Agreed, actioned via BOD
3	Decision makers (head of department, QA Manager, managing directors) should regularly get information by the EFNDT provided by the national NDT organisations in order to issue better understanding of NDT		Task Group		See above
4	Many companies consider NDT as a necessary and cost intensive evil. This image shall be improved by well-directed involvement of the responsible staff by EFNDT in teamwork with the national NDT organisations.		Task Group		See above

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	Action (What)	Cost?	Who?	When?	BOD Decision
5	Clients, authorities and employees of NDT Services shall be informed about the training criteria and personnel certification.		Task Group		See above
6	Description of the interrelation between the accreditation of certifying bodies, certification and authorisation of NDT personnel referring to standards.		Task Group		See above
7	Integration of Quality Managers into the NDT promotion. NDT is an essential element of the quality assurance		Task Group		See above
8	NDT shall be a fundamental part in the training programme of QM.		Task Group		See above
9	NDT should be an essential part of a suitable quality management system. One of the chances to translate this into action would be a European wide comparable level 3 training.		Task Group		See above
10	Customers shall be convinced that it is better to engage certified NDT personnel of an accredited NDT organisation especially as far as responsibility in cases of damage is concerned.		Task Group		See above

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TABLE 4: ACTION PLAN: Promotion of the value of NDT for Safety

Key Strategy: **Promotion of the value of NDT for Safety** purposes including promotion to NDT Societies and people, international bodies, governments and to the public. Including promotion of the broader scope of modern NDT (i.e. In-Manufacture inspection, in-service inspection and diagnostic technologies including condition monitoring, environmental diagnostics, Anti-personnel Mine Detection, anti-terrorism diagnostics

Task Group Leader: Professor V Krstelj – Group: R Kristiansen / V Klyuev / R Lyon / T Lund / G Nardoni / I Prassianakis / M Prendergast / E Romero / E Zeelenberg

	Action (What)	Cost?	Who?	When?	BOD Decision
1	Promotion materials to collect and prepare:				
1.1	Collect best available materials Promotional Technical Examples of accidents/damage	€0	All BoD/GA	Nov '04	Exhibition/ Presentation at Certification 2004
1.2	Create additional/new promotion materials Video, Transparencies/ppt for teachers/Lecturers English language Bilingual (including national language/voices)	€ to be established		???	BOD to Reconsider Nov '04 or Spring '05

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	Action (What)	Cost?	Who?	When?	BOD Decision
2	Promotion events to be planned:				
2.1	Organised workshops/support for workshops International level National level			Sept '06	Press conference and/or event for VIPs and technical directors as part of ECNDT 2006
2.2	Delegate NDT representatives at relevant societies/bodies to increase promotion of the benefits of NDT, e.g., at relevant conferences and exhibitions.	€ to be established			BOD Spring '05 to draw up target list of events
3	Create "NDT engineer" study:				
3.1	Inquire the state of art in education of NDT at high school (Polytechnics, Universities, Academies)				Ask VK to present at next GA; consider for a further Leonardo project.
3.2	Create an International/national study course at the level of Bachelor (3 years of study)				Necessary for VK to discuss with national representatives before investing too much time.
3.3	Organised EFNDT Consultant/Expert/Teacher NDTAID				Ask VK to elaborate on 3.3

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3.4	Define and realise the materials as a base to accept of NDT as official profession (like welding engineer, electrical, mechanical, ...engineer)				As above
3.5	Harmonisation with ECP				Review later

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7. SUMMARY

A thorough review of EFNDT's activities and the opportunities has been completed. Key strategies have been identified and Action Plans drawn up with the immediate priorities being those "quick-wins" which can be achieved at modest cost.

The Strategic Plan is a "live-document". It will be subject to further elaboration and remains open for comment and revision by the Membership through the General Assembly and Board of Directors.

8. ACKNOWLEDGMENT

The President and Board of Directors thank the individuals who have given time and effort to the preparation of this plan by their participation in meetings and drafting work.

9. FURTHER INFORMATION

Please contact the EFNDT Secretariat (matt.gallagher@bindt.org)

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